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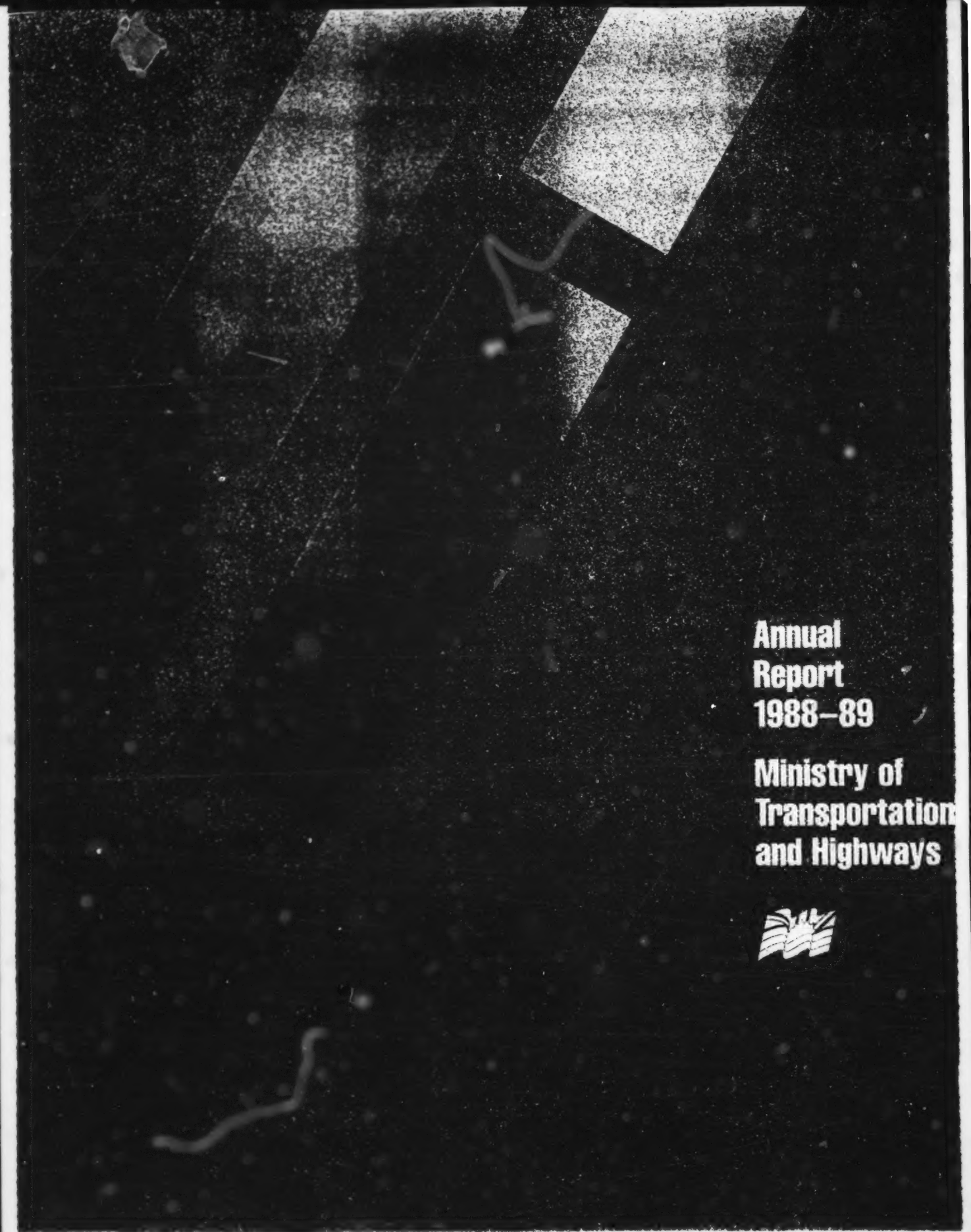

# Annual Report 1988–89

## Ministry of Transportation and Highways

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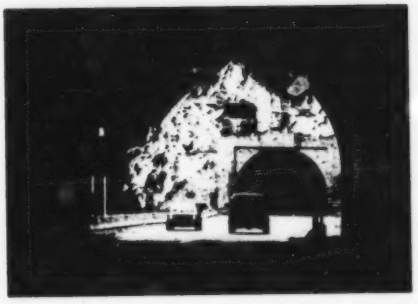

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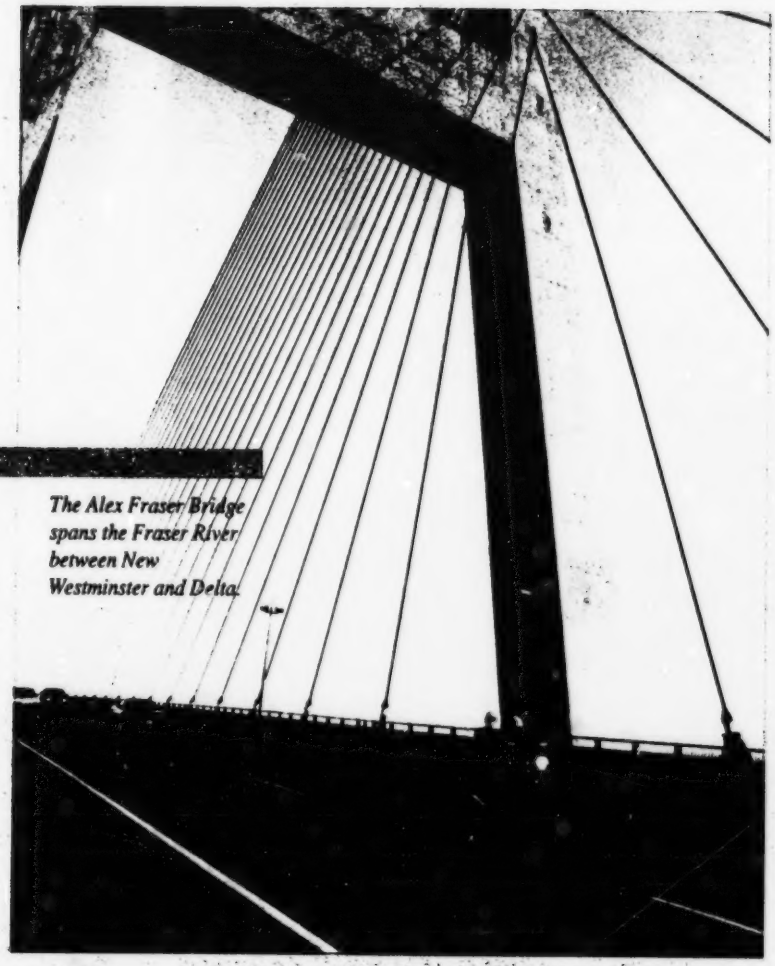
# MINISTER'S MESSAGE

*To the Honourable* DAVID C. LAM,
*Lieutenant Governor of the*
*Province of British Columbia.*

*MAY IT PLEASE YOUR HONOUR:*
*I am pleased to submit the*
*Annual Report of the Ministry of*
*Transportation and Highways for*
*the period of April 1, 1988*
*to March 31, 1989.*

*Rita M. Johnston: Honourable Minister of Transportation and Highways*



*The Alex Fraser Bridge spans the Fraser River between New Westminster and Delta.*

# THE LEGISLATIVE ACTS

### Ministry of Transportation & Highways Act

The Ministry is responsible for sections 1 to 58, and section 60 of this Act. These sections set out the transportation mandate and the highways mandate of the Ministry.

### Highway Act

This Act governs the construction, maintenance, classification and protection of the public highways in the province, including bridges and tunnels.

### Transport of Dangerous Goods Act

This Act sets out comprehensive requirements for the safe shipping, handling and transportation of dangerous goods under the Province's jurisdiction. It enacts the same standards as the federal government and the other provinces to help ensure Canada-wide safety standards in this area.

### Railway Act

This Act governs the operation of provincial railways and contains many items pertaining to safety. It also regulates ski lifts in the province.

### Pipeline Act

The Pipeline Act regulates the operation of provincial oil & gas transmission pipelines, gathering & flow lines, and high pressure (over 100 psi) distribution lines. Part 7 of the Act is the responsibility of the Ministry of Energy, Mines & Petroleum Resources.

### Other Acts

Other acts for which the Ministry is responsible:

- British Columbia Railway Act
- Coquihalla Highway Construction Acceleration Act
- Ferry Act
- Ferry Corporation Act
- Highway (Industrial) Act
- Highway Scenic Improvement Act
- Indian Advisory Act
- Indian Cut-off Lands Disputes Act
- Riverbank Protection Act
- Sechelt Indian Government District Enabling Act

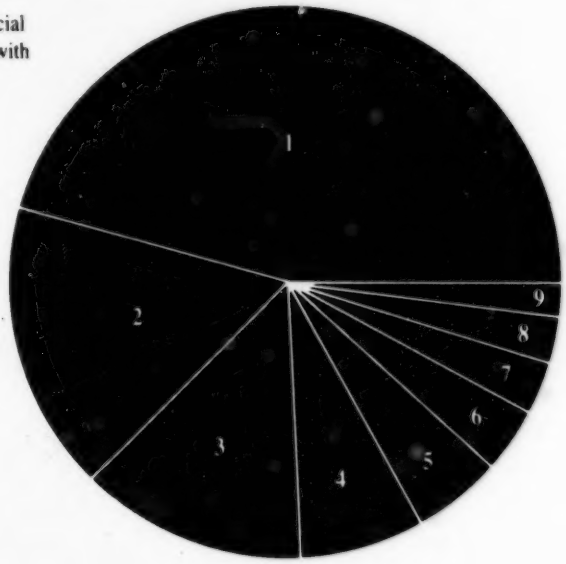
# INTRODUCTION

## Mission Statement

The goal of this Ministry is to provide and maintain safe and efficient movement of people and resources on a provincial transportation system in conjunction with the economic development of the province in a socially and environmentally acceptable manner.

## Objectives

- To plan, construct, operate, maintain and regulate a quality transportation system in a safe, efficient and effective manner.
- To coordinate provincial transportation policy and legislation with other agencies and levels of government.
- To facilitate economic and social development of the province with environmental sensitivity.
- To respond promptly to emergencies and disasters.
- To communicate with the public with regard to Ministry activities.




## How the Transportation and Highways Dollar was Spent

Fiscal Year 1988/89 (Unaudited)

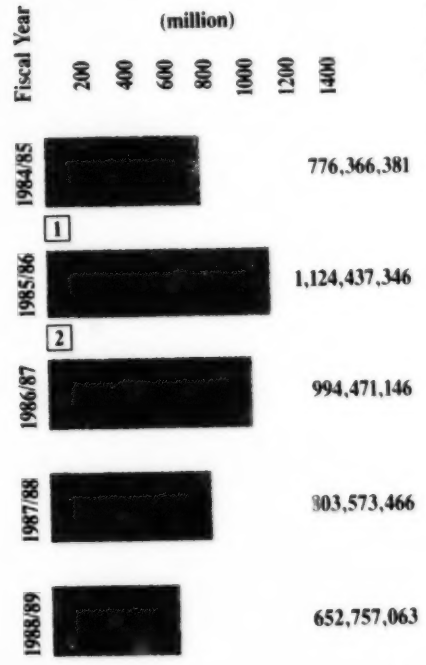
| | | | |
|---|---|---|---|
| 1 | Highway Maintenance | 298,081,335 | 1 45.66% |
| 2 | Highway Capital Construction | 116,908,621 | 2 17.91% |
| 3 | Highway Capital Maintenance | 93,214,599 | 3 14.28% |
| 4 | Contribution to the British Columbia Ferry Corporation | 55,821,552 | 4 8.55% |
| 5 | Coquihalla Highway Construction | 34,035,272 | 5 5.21% |
| 6 | Administration and Support Services (including Minister's Office) | 18,996,491 | 6 2.91% |
| 7 | Contribution to the British Columbia Railway Company | 16,045,848 | 7 2.46% |
| 8 | Fraser River Crossing and Connectors | 15,938,155 | 8 2.44% |
| 9 | Air Transport Assistance Program | 3,715,190 | 9 0.58% |
| **Total** | | **652,757,063** | |

# EXECUTIVE SUMMARY

The Ministry of Transportation and Highways has more than 2,600 employees in headquarters and in six highw regions. In 1988, the Ministry changed its focus to place a greater emphasis on planning and managing the province's transportation infrastructure. Major initiatives involving transportation planning, greater use of private sector resources and decentralization of authority to regional centres were cornerstones of these efforts.

**Total Voted Expenditures**

5 Year Comparison (Unaudited)

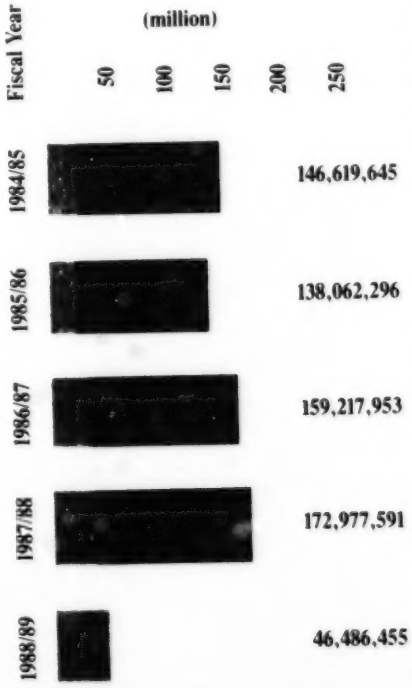



Notes: 1 Includes Special Warrants totalling $226,408,000

2 Includes Special Warrants totalling $118,800,000

**Total Revenue**

5 Year Comparison (Unaudited)




Note: 1 Motor vehicle licence revenue transferred to Ministry of Solicitor General.
Engineering inspection revenue transferred to Ministry of Municipal Affairs, Recreation and Culture.

Transportation and Highways revenue

Motor vehicle licence and engineering inspection revenue

The transportation planning process was launched in 1988. An overview study of B.C.'s transportation needs was prepared and each area of the province is developing a regional transportation plan. The Provincial Transportation Plan, to be released in the 1990/91 fiscal year, will provide a framework for meeting short and long-term transportation needs in each of eight economic regions across the province.

Privatization of road and bridge maintenance began this fiscal year. The Ministry developed a competitive process to select private contractors in each of the province's 28 districts. The privatization of road and bridge maintenance, almost complete at the end of the fiscal year, proved to be a cost-effective initiative. Government expects to save and accrue benefits of more than $100 million over the next three years as a result of privatization.

Reorganization enabled the Ministry to adapt to new business practices related to privatization. The reorganization process has increased regional responsibilities and authority and ensured accountability for service.

Responding to the recommendations of the Mackay Commission Report on the Coquihalla, the Ministry implemented several improvements relating to project management. For major projects, these include expanding financial reporting systems to multi-year reports and appointing a Project Director who is responsible for all aspects of each project.

The Native Affairs Secretariat and Nechako Development Region, previously a responsibility of the Ministry of Transportation and Highways, is now under the aegis of the Ministry of Native Affairs. Responsibility for the Motor Vehicle Branch was transferred to the Solicitor General on July 6, 1988.

Engineering Inspection Branch was transferred to Municipal Affairs, Recreation and Culture at the same time.

## Summary of Expenditures

Fiscal Year 1988/89 (Unaudited)

| Project Description | Previous Fiscal Year's Expenditures | 1988/89 Fiscal Year Expenditures | Total Project Expenditures |
|---|---|---|---|
| Coquihalla Highway, Merritt to Kamloops Section | 159,825,471 | 2,527,233 | 162,352,704 |
| Okanagan Connector | 76,228,067 | 31,508,039 | 107,736,106* |
| Fraser River Crossing and Connectors | 315,842,472 | 15,938,156 | 331,780,628 |
| Vancouver Island Highway Project | 0 | 1,258,517 | 1,258,517 |
| **Totals** | **551,896,010** | **51,231,945** | **603,127,955** |

* The authorized budget for this project is $225 million in 1987 dollars and net of employee benefit chargebacks. However, the above noted expenditure figure includes employee benefit chargebacks and is in nominal dollars.

## Summary of Expenditures by Appropriation

Fiscal Year 1988/89 (Unaudited)

| Vote No. | Description | Total Appropriations: Estimates $ | Other Authorizations $ | Total $ | Actual Expenditures $ |
|---|---|---|---|---|---|
| 67 | Minister's Office | 280,361 | | 280,361 | 246,719 |
| 68 | Administration and Support Services | 97,125,770 | | | |
| | Statutory – Constitution Act (R.S.B.C. 1979, chap. 62, secs. 13 and 14) | | | | |
| | ■ Transfer to the Ministry of Municipal Affairs, Recreation and Culture | | (7,000) | | |
| | ■ Transfer to the Ministry of Native Affairs | | (1,107,224) | | |
| | ■ Transfer to the Ministry of Solicitor General | | (1,670,109) | 94,341,437 | 94,332,362 |
| 69 | Highway Operations Department | 590,355,241 | | | |
| | Statutory – Constitution Act (R.S.B.C. 1979, chap. 62, secs. 13 and 14) | | | | |
| | ■ Transfer to the Ministry of Municipal Affairs, Recreation and Culture | | (1,745,504) | | |
| | ■ Transfer to the Ministry of Solicitor General | | (720,362) | 587,889,375 | 558,177,982 |
| 70 | Motor Vehicle Department | 41,420,822 | | | |
| | Statutory – Constitution Act (R.S.B.C. 1979, chap. 62, secs. 13 and 14) | | | | |
| | ■ Transfer to the Ministry of Solicitor General | | (41,420,822) | 0 | 0 |
| 71 | Nechako Development Region | 576,987 | | | |
| | Statutory – Constitution Act (R.S.B.C. 1979, chap. 62, secs. 13 and 14) | | | | |
| | ■ Transfer to the Ministry of Native Affairs | | (576,987) | 0 | 0 |
| | Special Accounts – | 1,550,000 | | | |
| | Special Accounts – Special Appropriations Act (S.B.C. 1982, chap. 40, sec. 7(1) – First Citizens' Fund Constitution Act (R.S.B.C. 1979, chap. 62, secs. 13 and 14) | | | | |
| | ■ Transfer to the Ministry of Native Affairs | | (1,550,000) | 0 | 0 |
| **Totals** | | **731,309,181** | **(48,798,008)** | **682,511,173** | **652,757,063** |

## Summary of Highway Capital & Maintenance Expenditures

Fiscal Year 1988/89 (Unaudited)

| Electoral District | Highway Maintenance | Highway Capital Maintenance | Highway Capital Construction | Coquihalla Highway Construction | Fraser River Crossing & Connectors | Total Expended |
|---|---|---|---|---|---|---|
| Alberni | 2,306,399 | 1,089,600 | 283,196 | | | 3,679,195 |
| Atlin | 8,060,066 | 3,806,451 | 1,046,438 | | | 12,912,955 |
| Boundary-Similkameen | 9,632,973 | 5,319,393 | 5,709,468 | | | 20,661,834 |
| Burnaby-Edmonds | 3,469,226 | 71,374 | 61,225 | | 2,043 | 3,603,869 |
| Burnaby-North | 288,632 | 159,522 | 151,258 | | | 599,412 |
| Burnaby-Willingdon | 274,648 | 161,141 | 8,058 | | | 443,846 |
| Cariboo | 22,099,704 | 9,064,300 | 2,008,809 | | | 33,172,813 |
| Central Fraser Valley | 782,949 | 665,764 | 260,014 | 274 | | 1,709,000 |
| Chilliwack | 2,511,700 | 404,097 | 399,265 | 2,384 | | 3,317,446 |
| Columbia River | 5,399,450 | 1,398,351 | 72,660 | | | 6,870,460 |
| Comox | 5,576,482 | 1,210,339 | 6,887,214 | | | 13,674,036 |
| Coquitlam-Moody | 874,278 | 161,686 | 377,614 | | | 1,413,577 |
| Cowichan-Malahat | 2,799,035 | 1,547,676 | 354,641 | | | 4,701,352 |
| Delta | 2,111,311 | 1,106,309 | 149,874 | | 1,241,022 | 4,608,515 |
| Dewdney | 3,467,320 | 463,442 | 1,136,619 | | | 5,067,381 |
| Esquimalt-Port Renfrew | 3,650,212 | 725,403 | 785,655 | | | 5,161,270 |
| Kamloops | 11,375,667 | 3,381,520 | 11,574,496 | 796,798 | | 27,128,482 |
| Kootenay | 6,317,654 | 1,084,097 | 202,998 | | | 7,604,749 |
| Langley | 2,271,323 | 2,584,696 | 1,407,620 | | | 6,263,640 |
| Mackenzie | 2,717,179 | 2,429,724 | 923,283 | | | 6,070,186 |
| Maillardville-Coquitlam | 852,519 | 15,412 | 1,835 | | | 869,765 |
| Nanaimo | 4,693,962 | 906,784 | 2,679,174 | | | 8,279,920 |
| Nelson-Creston | 18,205,035 | 6,989,444 | 993,732 | | | 26,188,212 |
| New Westminster | 898,861 | 448,343 | 586,806 | | 959,817 | 2,893,826 |
| North Island | 5,365,234 | 2,873,242 | 937,296 | | | 9,175,771 |
| North Peace River | 9,065,509 | 1,922,933 | 447,258 | | | 11,435,699 |
| North Vancouver-Capilano | 579,336 | 29,657 | 126,389 | | | 735,382 |
| North Vancouver-Seymour | 891,519 | 89,621 | 224,249 | | | 1,205,389 |
| Oak Bay-Gordon Head | 3,854 | 0 | 0 | | | 3,854 |
| Okanagan North | 5,728,925 | 1,586,718 | 3,473,502 | | | 10,789,145 |
| Okanagan South | 3,728,282 | 1,105,249 | 630,632 | 11,117,404 | | 16,581,567 |
| Omineca | 13,048,362 | 3,650,855 | 2,572,706 | | | 19,271,923 |
| Prince George North | 8,491,796 | 1,539,821 | 60,594 | | | 10,092,211 |
| Prince George South | 6,724,042 | 3,635,110 | 783,541 | | | 11,142,694 |
| Prince Rupert | 2,017,050 | 2,005,707 | 1,649,514 | | | 5,672,270 |
| Richmond | 1,882,217 | 462,798 | 65,904 | | 13,290,776 | 15,701,695 |
| Rossland-Trail | 4,719,269 | 981,868 | 1,967,689 | | | 7,668,826 |
| Saanich & The Islands | 3,891,519 | 285,714 | 404,243 | | | 4,581,476 |
| Shuswap-Revelstoke | 13,911,333 | 5,584,615 | 3,658,964 | | | 23,154,912 |
| Skeena | 10,710,029 | 5,045,746 | 5,067,333 | | | 20,823,108 |
| South Peace River | 9,223,848 | 2,505,212 | 534,628 | | | 12,263,687 |
| Surrey-Guildford-Whalley | 1,523,289 | 36,540 | 4,618,087 | | | 6,177,917 |
| Surrey-Newton | 394,248 | 111,124 | 319,749 | | | 825,121 |
| Surrey-White Rock-Cloverdale | 1,435,373 | 181,489 | 828,710 | | | 2,445,572 |
| Vancouver Centre | 427,431 | 22,500 | 2,220,951 | | | 2,670,881 |
| Vancouver East | 272,741 | 0 | 5,184,120 | | | 5,456,861 |
| Vancouver-Point Grey | 288,905 | 382,726 | 34,485 | | | 706,116 |
| Vancouver South | 257,701 | 0 | 13,052 | | | 270,753 |
| Victoria | 0 | 0 | 5,946 | | | 5,946 |
| West Vancouver-Howe Sound | 4,322,258 | 947,119 | 4,890,355 | | | 10,159,733 |
| Yale-Lillooet | 20,559,992 | 5,503,177 | 1,109,923 | 20,878,586 | | 48,051,678 |
| Headquarters | 47,980,690 | 7,530,190 | 37,016,851 | 1,239,827 | 444,497 | 94,212,054 |
| **Totals** | **298,981,335** | **93,214,599** | **116,908,621** | **34,035,272** | **15,938,155** | **558,177,982** |

These figures have been rounded off to the nearest dollar.

## Statement of Expenditures
## Maintenance and Operation of Fresh Water Ferries

Fiscal Year 1988/89 (Unaudited)

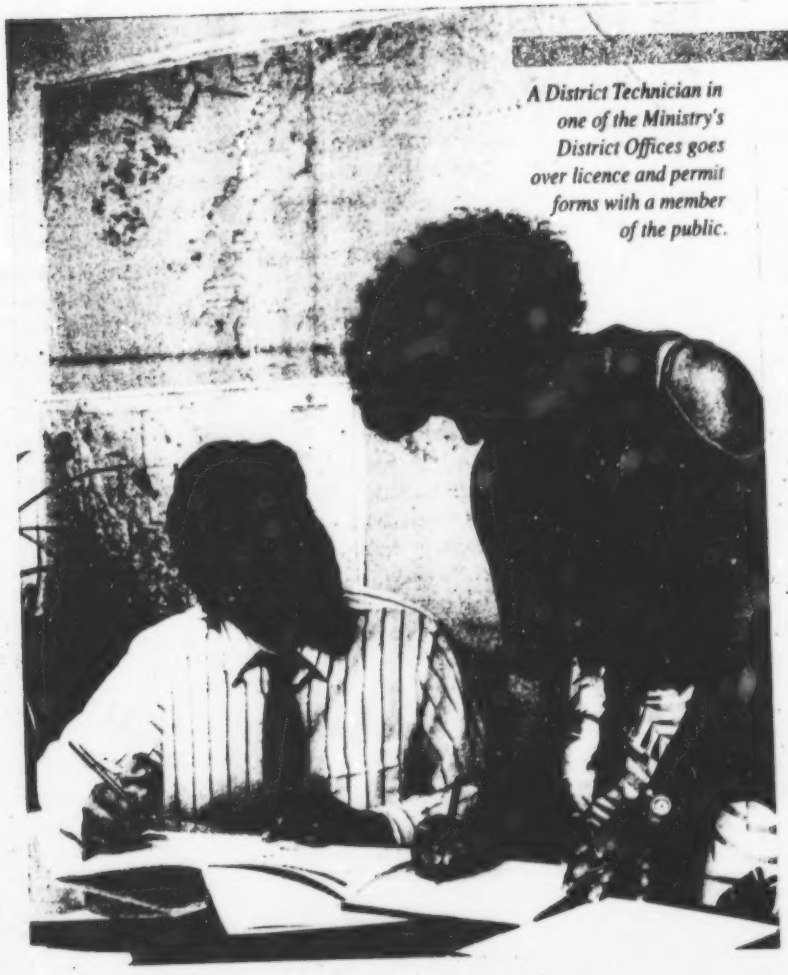
| Name of Ferry | Total Expenditures $ |
|---|---|
| Albion-Fort Langley Ferry | 1,863,501 |
| Arrow Park Ferry | 129,945 |
| Barnston Island Ferry Subsidy | 465,689 |
| Big Bar Ferry | 63,348 |
| Castlegar Ferry | 42,802 |
| Francois Lake Ferry | 1,163,915 |
| Glade Ferry | 199,433 |
| Harrop Ferry | 199,247 |
| Kootenay Lake Ferry | 2,027,909 |
| Little Fort Ferry | 80,741 |
| Lytton Ferry | 131,681 |
| Marguerite Ferry | 101,780 |
| Miscellaneous | 81,361 |
| McLure Ferry | 60,589 |
| Needles-Fauquier Ferry | 1,051,677 |
| Shuswap Lake Ferry Subsidy | 37,500 |
| Upper Arrow Lakes Ferry | 1,280,317 |
| Usk Ferry | 119,411 |
| Total District Ferry Maintenance and Operations | 9,100,846 |
| Headquarters Ferry Maintenance and Operations | 1,469,611 |
| **Total Ministry Expenditures** | **10,570,457** |

## Summary of Revenue by Source

Fiscal Year 1988/89 (Unaudited)

| Taxation Revenue | Actual $ |
|---|---|
| Social Service Tax | |
| Social Service Tax on Cheque Vouchers | 810,393 |
| **Other Revenue** | |
| Sales and Services | |
| Coquihalla Highway Tolls | 18,400,458 |
| Miscellaneous Sales | 438,097 |
| Licences and Permits | |
| Miscellaneous: | |
| Plan Sales and Subdivision Fees | 190,882 |
| Rentals all departments | 86,041 |
| Interest From Investments | |
| Foreign Exchange | 79,488 |
| Miscellaneous | |
| Insurance and Claims | 978,260 |
| Municipal Share Joint Service Program | 1,219,250 |
| Gravel Licence & Royalty | 51,474 |
| Other Miscellaneous: | |
| Miscellaneous Highways | 1,540,984 |
| Street Lighting | 1,209,504 |
| Federal Contributions | |
| Transportation and Highways | |
| Federal Ferry Subsidy | 16,388,084 |
| Yellowhead Highway | 5,093,540 |
| **Total Revenue** | **46,486,455** |

Revenues shown reflect Ministry of Transportation and Highways receipts only. Information in the Public Accounts identifying revenue by source will contain revenue from all ministries, particularly in the case of "miscellaneous" receipts.



*A District Technician in one of the Ministry's District Offices goes over licence and permit forms with a member of the public.*

## PRIVATIZATION

In October 1987, Government announced plans to privatize road and bridge maintenance services. Before proceeding with privatization, the Ministry ensured that the private sector would be able to effectively:

- Protect the safety of the travelling public;
- Provide the service more efficiently;
- Offer employment to government workers who were doing the job.

All privatization plans were developed around these three goals.

*The Ministry ensured that the private sector would offer employment to government workers who were already doing the job.*

### Major Accomplishments

In the last 12 months, Ministry staff:

- developed a competitive bidding process and selected qualified private contractors in the province's 28 districts;
- maintained accountability for providing quality service by developing the Quality Assurance Program;
- ensured that government employees could retain their positions under the new contractor;
- achieved cost savings and benefits of more than $100 million over the next three years.

### The Process of Selecting the Contractor

In each contract area, interested groups received a package of detailed operational information. This included:

- Ministry standards for day-to-day operations;
- an inventory of roads;
- the bridge register with the latest inspection information;
- equipment available for lease;
- buildings and terms for lease;
- materials to be purchased;
- conditions applicable to the proposal submission.

Firms were required to meet proposal requirements before submitting detailed bids. Pre-qualification was based on:

- proof of financial, operational and management capability;
- letters of insurance and bonding;
- evidence of previous applicable experience;
- the assurance that all government employees would be offered employment at their same rate of pay, same position and union status.

In each contract area, a bidder's meeting was held to show typical facilities, materials and equipment. Companies who pre-qualified were invited to submit detailed proposals which were then rated according to 10 evaluation criteria. They included bid value, management team, operating plan, understanding of the concept of road and bridge maintenance, quality control and safety and regional development.

In each contract area, the successful bidder was given approval-in-principle for the contract. In step two, the Province and the company signed the asset sale agreement and, finally, the three-year contract.

### The Contract

All contracts are at a fixed-price which includes salary increases, material increases and inflation. They will not be automatically renewed at the end of the agreement. The Province has the freedom to cancel a contract at any time should the contractor fail to meet the terms of the agreement.

#### Performance of Contractors

Given the particularly harsh winter and the contractors were severely tested in their first few months of operations. The problems the contractors faced were the same as those the Ministry would have confronted under similar conditions. The Ministry is satisfied that contractors are meeting the terms of their respective contracts and that provincial highways are adequately and safely maintained.

## Private Contractors

(Including Contract Cost in Millions)

| District | Contractor | Starting Date |
|---|---|---|
| South Island | Victoria Highway Maintenance Corp. | Sept. 1/88 |
| East Kootenay | Trendline Industries Ltd. | Oct. 20/88 |
| Kootenay Boundary | Bel Maintenance Inc. | Oct. 21/88 |
| Central Kootenay | Bel Maintenance Inc. | Oct. 21/88 |
| Selkirk | Bel Maintenance Inc. | Oct. 21/88 |
| North Cariboo | Northland Road Services Ltd. | Oct. 27/88 |
| North Peace | Northland Road Services Ltd. | Oct. 27/88 |
| Nechako | Yellowhead Road and Bridge Ltd.* | Oct. 28/88 |
| Fort George | Yellowhead Road and Bridge Ltd.* | Oct. 28/88 |
| Central Island | Island Highway Services Ltd. | Nov. 1/88 |
| North Island | Island Highway Services Ltd. | Nov. 1/88 |
| Lower Mainland | Mainroad Contracting Ltd.* | Nov. 1/88 |
| Okanagan-Shuswap | VSA Highway Maintenance Ltd. | Nov. 1/88 |
| Bulkley Nass | 141187 Ventures Ltd.* | Nov. 1/88 |
| Nicola | Emcon Services Ltd*. | Nov. 8/88 |
| South Okanagan | Midvalley Highway Maintenance Inc. | Nov. 8/88 |
| Howe Sound | Capilano Highway Services Co. | Nov. 15/88 |
| Lakes | Lakes District Maintenance Ltd.* | Nov. 22/88 |
| Central Cariboo | Cariboo Road Services* | Nov. 23/88 |
| Thompson | Interior Roads Ltd. | Dec. 1/88 |
| South Cariboo | Interior Roads Ltd. | Dec. 1/88 |
| Skeena | North Coast Road Maintenance Ltd. | Dec. 1/88 |
| North Coast | O'Brien Road and Bridge Maintenance Ltd. | Dec. 15/88 |
| South Peace | Peace Country Maintenance Ltd.* | Dec. 16/88 |
| Robson | Yellowhead Road and Bridge Ltd.* | Dec. 20/88 |
| Stikine | NorRoadco Enterprises Ltd.* | Feb. 15/89 |
| Sunshine Coast | Capilano Highway Services Co. | Mar. 1/89 |
| Fraser Valley | Gateway Highway Maintenance Ltd. | Apr. 1/89 |

*Employee Group.

*In the last 12 months, Ministry staff maintained accountability for providing quality service by developing the Quality Assurance Program.*

## Value of Three-Year Maintenance Contracts by District

| District | Contract Cost in Millions | | |
|---|---|---|---|
| South Island | 30.4 | South Cariboo | 32.1 |
| Central Island | 23.2 | Central Cariboo | 29.7 |
| North Island | 27.2 | North Cariboo | 26.3 |
| Howe Sound | 22.4 | Fort George | 36.5 |
| Sunshine Coast | 8.5 | Robson | 16.8 |
| Lower Mainland | 41.0 | South Peace | 36.7 |
| Fraser Valley | 33.3 | North Peace | 30.7 |
| South Okanagan | 35.1 | Nechako | 19.7 |
| Kootenay Boundary | 26.7 | Lakes | 16.4 |
| Central Kootenay | 39.7 | Bulkley Nass | 30.1 |
| East Kootenay | 26.8 | Skeena | 11.7 |
| Selkirk | 25.2 | North Coast | 7.4 |
| Okanagan-Shuswap | 37.0 | Stikine | 23.9 |
| Nicola | 29.6 | **Total** | **751.6** |
| Thompson | 27.5 | | |

### Control of Maintenance Equipment

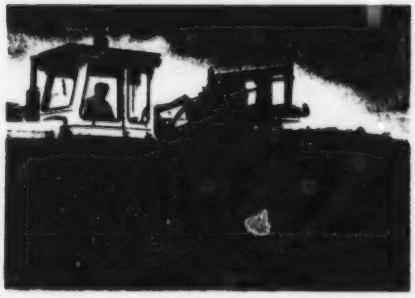
Most maintenance equipment was sold or leased to contractors at rates established by industry standards. Heavy equipment, such as snowplows and sand or salt trucks, has been leased to contractors. Land and buildings were made available under a licence of occupation. If a contractor does not fulfill the detailed specifications, the government may immediately take possession of the essential equipment and property in order to restore service.

### Opportunities for Government Employees

Employees were given the opportunity to remain with the Government or accept the offer of employment with the new contractor. Contracts guaranteed the same position, salary and union status. In some cases, shares in the private company were made available to employees. Privatization has ensured that the same knowledgeable staff is available to provide road and bridge maintenance services.

The Personnel Programs Branch was responsible for providing information to employees and managers affected by privatization. The branch was also responsible for providing new positions to employees who elected to stay with the Government. The Government Personnel Services Division (GPSD), the Ministry and the Union formed a committee to place Ministry employees who elected to stay with Government.

**Employee-Owned Businesses** Employees were also encouraged to form groups and establish their own companies. They were given the opportunity to present the first bid on any of the 28 contract areas in B.C. Ten of the Ministry's maintenance contractors are employee-owned businesses.



*Most maintenance equipment was sold or leased to contractors at rates established by industry standards.*

### Decisions of Government Employees

Of the 2449 road and bridge maintenance employees affected by privatization, 2187, or almost 90 per cent, chose to work with private enterprise.

As of March 31, 1989, 100 of the 262 employees choosing to stay with Government were either placed in a government position, retired or resigned.

Active placement efforts continue to achieve placement of the remaining 162 employees.

### Quality of Service

In considering the benefits of privatization, the Ministry recognized that about 35 per cent of maintenance budget was spent on materials and subcontracting work by private companies. Road building had also been successfully contracted out to the private sector for many years. The Ministry developed a method to maintain accountability for the quality of the service delivered by the private sector. 141 Contract Area Managers are responsible for inspecting roads in their area under the Quality Assurance Program.

**Quality Assurance Program** Maintenance standards, set in writing for the first time in the history of the Ministry, are applicable province-wide to ensure optimum quality. This comprehensive monitoring program ensures a planned and systematic inspection of road and bridge maintenance and measures the service level of contractors. A detailed Work Reporting System registers all maintenance work performed.

### Regional Benefits

Privatization benefits local communities. Local economies gain from the creation of regionally-based businesses and from the resulting increase in employment and tax revenue.

**Small Business** Privatization contracts ensured that small operators previously under contract to the Ministry had their contracts assigned to the new company. In a competitive bidding process, private contractors must subcontract the same percentage of work as the Ministry formerly did. This ensures continuity and preserves existing opportunities for local small business.

### Economic Benefits

The Ministry estimates that almost $106 million will be saved or benefits accrued over the next three years as a result of privatization. Estimated savings include:

- $21.5 million in direct savings
- almost $24 million in indirect benefits
- more than $60.5 million asset sales and leases.

| Area | Total | Contractor | Placed* | Other** |
|---|---|---|---|---|
| **South Coast Region** | | | | |
| Howe Sound | 99 | 70 | 18 | 11 |
| Sunshine Coast | 32 | 30 | — | 2 |
| Lower Mainland | 175 | 166 | 1 | 8 |
| Fraser Valley | — | — | — | — |
| **Thompson-Okanagan Region** | | | | |
| South Okanagan | 128 | 109 | 7 | 12 |
| Okanagan-Shuswap | 119 | 118 | — | 1 |
| Nicola | 85 | 80 | — | 5 |
| Thompson | 103 | 94 | 3 | 6 |
| South Cariboo | 116 | 114 | 2 | 0 |
| **Kootenay Region** | | | | |
| Kootenay Boundary | 115 | 114 | 1 | — |
| Central Kootenay | 175 | 157 | 8 | 10 |
| East Kootenay | 114 | 104 | 7 | 3 |
| Selkirk | 126 | 120 | 1 | 5 |
| **Central North East** | | | | |
| Central Cariboo | 76 | 61 | 3 | 12 |
| North Cariboo | 88 | 82 | 2 | 4 |
| Fort George | 109 | 100 | 7 | 2 |
| Robson | 47 | 45 | — | 2 |
| South Peace | 112 | 105 | 1 | 6 |
| North Peace | 88 | 76 | 5 | 7 |
| Nechako | 43 | 41 | 2 | 0 |
| **North West Region** | | | | |
| Lakes | 45 | 41 | 3 | 1 |
| Bulkley Nass | 73 | 66 | 5 | 2 |
| Skeena | 47 | 37 | 2 | 8 |
| Skeena (Prince Rupert) | 25 | 16 | — | 9 |
| Stikine | 60 | 53 | 1 | 6 |
| **Vancouver Island** | | | | |
| South Island | 97 | 73 | 6 | 18 |
| Central Island | 85 | 58 | 13 | 14 |
| North Island | 67 | 57 | 2 | 8 |
| **Totals** | **2449** | **2187** | **100** | **162** |

* Employees placed in government positions, retired or resigned.

** Employees still to be placed in government position.

A Transportation Planning Overview for
The Province of British Columbia
Transit System

# THE TRANSPORTATION PLAN

In November, 1988, the Ministry announced the "Freedom to Move" process — a consultative planning effort to develop a multi-modal, integrated, strategic transportation plan for British Columbia. The Ministry developed this planning process to:

- develop long-term transportation goals;
- ensure that projects meet those goals;
- ensure that each region of the province contributes to the development of the Provincial Transportation Plan by developing regional recommendations based on local transportation;
- provide each region with an equitable allocation of financial resources to ensure that regional demands are met;
- provide the professional expertise of Ministry staff and representatives of provincial transportation agencies to develop the plan.

Three objectives were set:

[1] To assess the Province's complex transportation infrastructure of highway, rail, air, transit and marine facilities;

[2] To determine the immediate and future needs of the Province's transportation system.

[3] To establish priorities and long-term strategies to meet these transportation needs.

Once this plan is adopted by Cabinet, it will become the blueprint for action to plan, fund and schedule projects in all modes of transportation.

## The Need for a Transportation Plan

Transportation is a key factor in determining economic and social well-being. In order to ensure that B.C.'s expanding economy and population continue to enjoy the benefits of an efficient and well-maintained transportation system, substantial improvements are required by the year 2000.

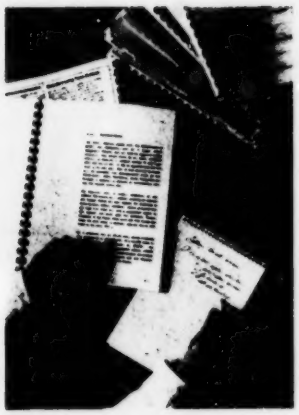
Each year, B.C. motorists drive 20 billion kilometres over a highway system consisting of approximately 45,000 kilometres of provincial highways and 2,600 bridges. The highway system will require up to $7 billion in improvements by the 21st century.

Last year, British Columbia Ferry Corporation carried 6.5 million vehicles and 17 million passengers. But an aging fleet and increasing traffic mean that an immediate, large-scale improvement program is necessary. B.C. Ferries requires an investment of $100 million per year for five years.

Each year, 116 million tonnes of freight is shipped through our ports and harbors. But our ability to compete in the movement of international commodities is being eroded by slower delivery time caused by capacity constraints.

Each year, 126 million tonnes of freight is moved by five major railways over 7,500 kilometres of track. B.C. Rail Ltd.'s mandated services require a $16 million annual operating subsidy and a capital investment of $35 million over the next five years.

Each year, 36 urban transit systems provide 125 million passengers trips. B.C. Transit's cost for the Vancouver system alone is projected to be $375 million per year upon completion of the SkyTrain extension to Scott Road in 1990/91.



*Regional Transportation Committees were set up to review the 18 volume Delcan Study and invite public opinion to help form regional recommendations.*

Each year, 375 airports and water landing areas serve more than 11 million passengers. Improvements to our province-wide airport infrastructure are critical to the efficiency of the air network, especially at Vancouver International Airport. As well, demands for improvements at community airports exceed $40 million.

## The Planning Process

[1] **Overview Study** The Ministry commissioned Delcan Corporation to produce an overview transportation study to establish a baseline of information and issues. The report assessed the current transportation system, established major priorities, made recommendations and provided a framework for planning. The 18 volume Delcan Study, A Transportation Planning Overview for the Province of British Columbia, is available in libraries throughout the province.

[2] **Regional Transportation Plans** When the Ministry announced the Regional Planning Process, Ministers of State and MLAs from each economic region appointed Regional Transportation Committees consisting of local mayors, aldermen, members of Chambers of Commerce, Economic Development Commissions, Tourism Associations, industry representatives and other prominent citizens.

Each of the eight committees is responsible for developing recommendations covering all modes of transportation in the area, and ranks short- and long-term priorities. Each committee will invite public opinion and review the information and recommendations presented in the Delcan study.

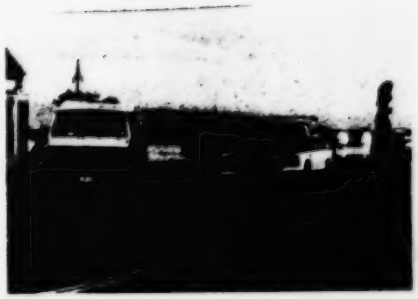
Professional staff from each provincial transportation agency are available for consultation. Senior Regional Ministry staff will provide technical information and guidance on the planning, design, construction and maintenance of transportation infrastructure.

To ensure that the planning process continues to meet changing needs, Regional Transportation Committees will reassess issues and priorities every year.

[3] **The Provincial Transportation Plan** The input from each region will form the basis for the Provincial Transportation Plan to be released in early 1990.

# MAJOR PROJECTS

A major project is one with an estimated cost of more than $50 million. Each is led by a Project Director appointed by the Ministry.



*Direct accesses and blind corners, two concerns the Ministry plans to address in building the Vancouver Island Highway.*

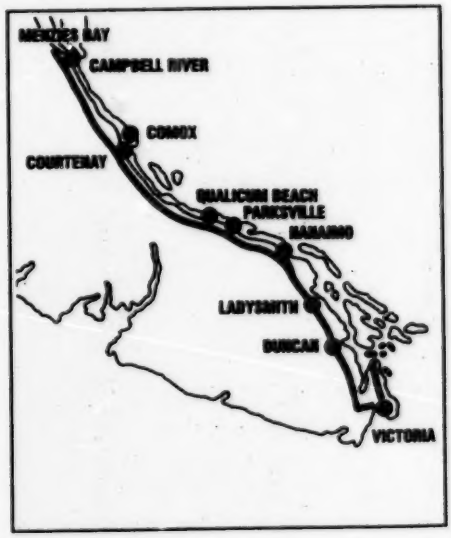
## Vancouver Island Highway

This is the largest project ever undertaken by the Ministry. Announced in November 1988, the project is in the planning/preliminary design and land acquisition stages. Public meetings in each area will provide input from residents before determining final designs.

The project involves upgrading two highways: Highway 17 from Swartz Bay to Victoria and the Trans Canada Highway from Victoria to Nanaimo. An expressway route is planned through Nanaimo. A new inland route will be built from Parksville north to Campbell River. More than 90 bridges (or other forms of crossing structures) will be constructed on the highway.

Construction is expected to begin on the Parksville segments in the next fiscal year. During peak construction, more than 1,800 workers will be employed each year to completion. There will also be hundreds of associated jobs created by this project.

The project is scheduled for completion in 1996 with the budget being set at the end of the preliminary design phase.



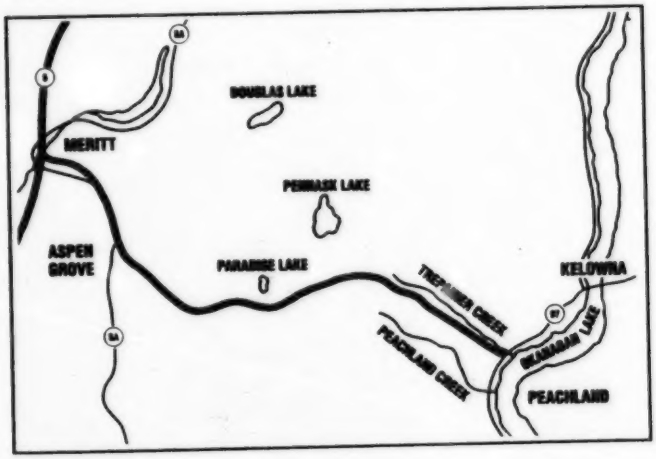
## Okanagan Connector

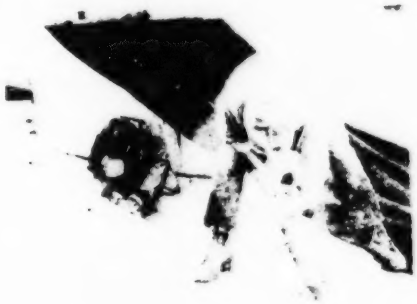
This project involves constructing a 108 kilometre highway to connect the Coquihalla Highway from Merritt to Peachland in the Okanagan Valley. Completion will reduce travel time from the Lower Mainland to the Interior by 90 minutes and should encourage economic development in Interior communities.

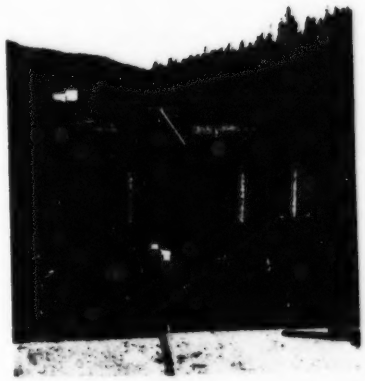
Redesign has expanded a projected 18 kilometre stretch of two-or three-lane highway to a four-lane width. There will be 76 kilometres of four-and five-lane widths and about 32 kilometres of two-lane sections. Alterations will not affect the original budget of $225 million.

This project will create an estimated 1,150 labour years of work and result in the hiring of an average of 400 workers. The mountainous 32-kilometre Trepanier Creek portion accounted for more than 40 per cent of road construction costs. Five bridges will be constructed at a total cost of approximately $4.5 million: Drought Hill, Trepanier Ungulate, Trepanier Bench, Pothole Creek, Pennask Creek.

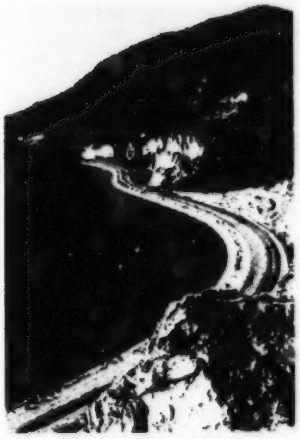
**Earlier Completion** In January 1989, it was announced that the Okanagan Connector would be completed a year ahead of schedule, in the Fall of 1990.





*Construction of Pothole Creek Bridge, one of five to be built along the Okanagan Connector, the 108 kilometre highway to connect Merritt to Peachland.*



*The Okanagan Highway 97 project involves reconstructing the route from the U.S. border to the Trans Canada Highway, including Highways 97A and 97B.*

## Okanagan Highway 97

This project involves reconstruction of Highway 97 from the U.S. border to the Trans Canada Highway, including Highways 97A and 97B. Current construction projects are:

**Vernon 32nd Street Extension (5.34 km)**

This project consists of constructing 5.34 kilometres of new four-lane highway from 43rd Avenue north to an overpass of the C.P.R. and the existing Highway 97 near Reimer Road. The existing Highway 97 between 15th Avenue will be repaved. Construction began in October, 1988 and is scheduled for completion in 1991 at an estimated cost of $18.5 million. Work to date is ahead of schedule with 21 per cent of the project completed.

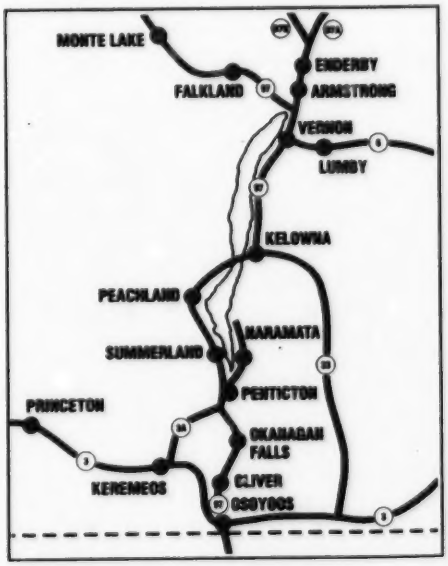
**Eckhardt Bridge to North Boundary Penticton I.R. No. 1**

This project consists of constructing 1.5 kilometres of four-lane highway to connect existing four-lane sections to the north and south. Completion of this section will provide a continuous 17 kilometres of four-lane section from Skaha Lake to Trout Creek.

Grading is being undertaken by day labour, with a proposed gravelling and paving contract to follow in mid-1989. Work began in March 1989 and was four per cent complete by March 31, 1989. The project is on schedule for completion by 1990 at an estimated cost of $2.43 million.

**Trout Creek - Bentley Road**

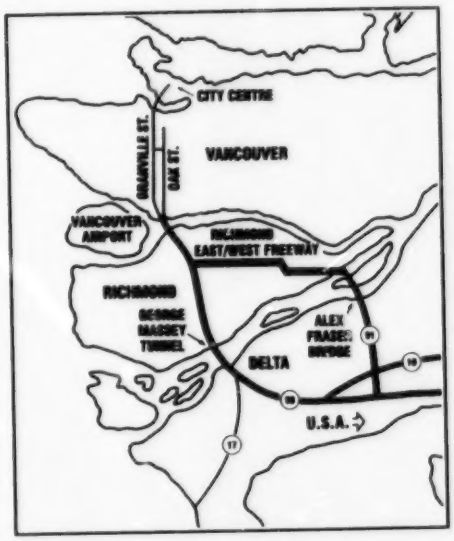
This project, which has been tendered, will consist of constructing four- and five-lane highway sections from Trout Creek Road to Bentley Road through Summerland. This includes a new structure at Trout Creek, an overpass structure at Peach Orchard Road and major utility relocations. Construction of this section, tendered in January 1989, is scheduled for completion in late 1991.

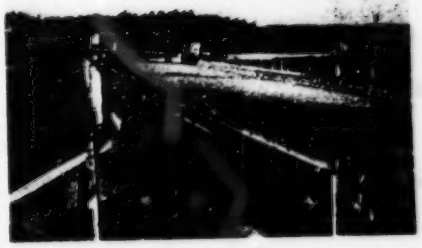


## Richmond East/West Freeway

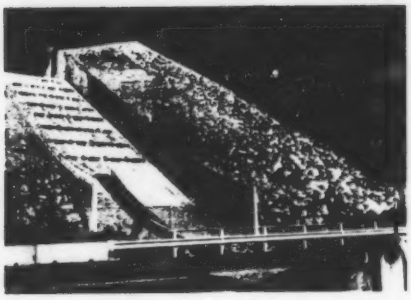
The 9.3 kilometre Richmond East/West Freeway will provide an alternate route for Alex Fraser Bridge traffic into Richmond and Vancouver.

This project involves the construction of a nine kilometre four-lane freeway link from the Annacis System to connect with Knight Street, Highway 99, and on to the Richmond municipal road network. The Cambie Overhead and approaches will be constructed after the opening of the Richmond East/West Freeway. All other contracts have been awarded, including a total of 10 grading contracts and seven bridge contracts. Of these contracts, five grading and five bridge contracts were completed by March 31, 1989. The project is on schedule, 85 per cent complete, and is expected to be finished by July 1989 at a cost of approximately $99 million.



*Construction of the Alouette Flyover which crosses Highway 99 to give access to the Richmond East/West Freeway.*

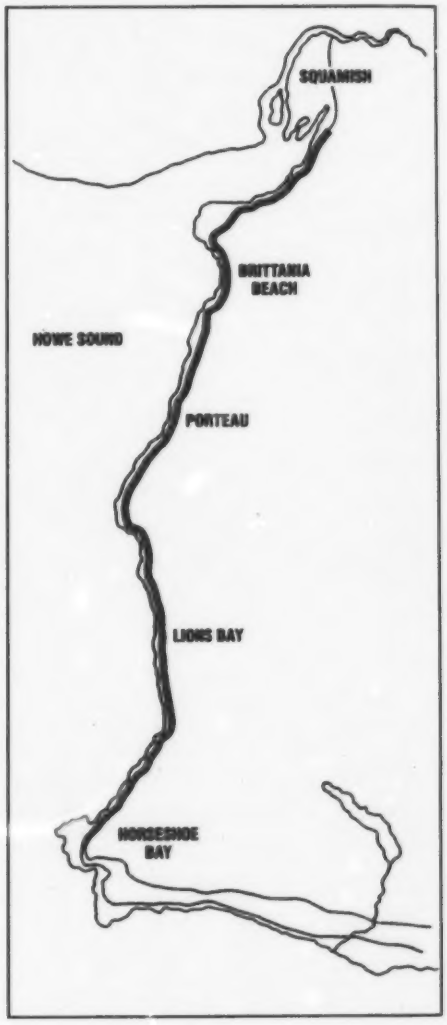


*The Sea-to-Sky is one of the Ministry's more challenging projects as far as engineering along the winding route that is subject to washouts and slides.*

### Sea-To-Sky Project

The Highway 99 Vancouver to Whistler Sea-to-Sky Project from Horseshoe Bay to Whistler is now concluding the program definition stage. This long-term project is one of the more challenging engineering undertakings, and is made doubly difficult because traffic volumes must be maintained during construction. The danger points on this highway have been addressed with the recent replacement of aging bridges with new, safer ones.

Work has begun on the Brohm Lake to Culliton Creek portion. This includes the reconstruction of more than seven kilometres of Highway 99 as well as a concrete bridge.



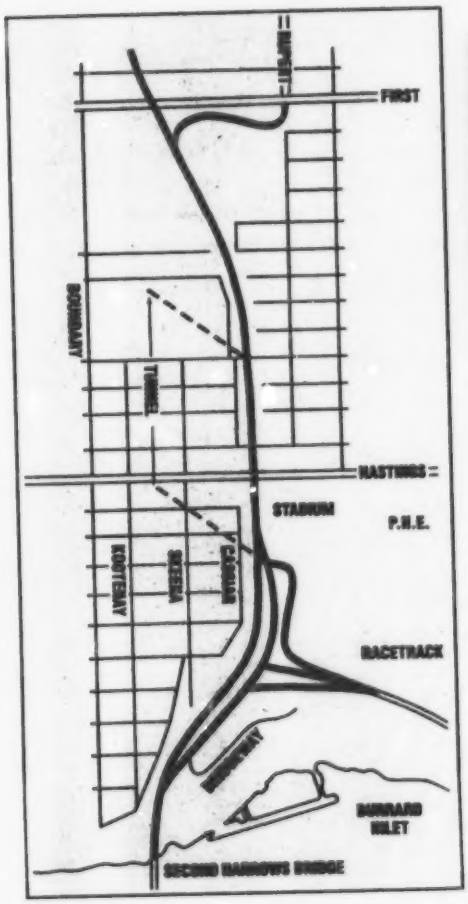
## Cassiar Connector

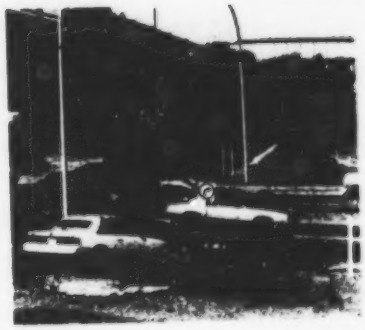
Construction of Vancouver's Cassiar Connect is scheduled to begin in early 1990. When completed in late 1991, it will provide improved vehicle flow to and from the North Shore and to the federal Port of Vancouver.

The project involves upgrading 2.3 kilometres of the Trans Canada Highway between the Second Narrows Bridge and the freeway in Burnaby to full freeway standard. Two major interchanges will be constructed as well as a 730 metre tunnel for a section of the freeway to minimize impacts on the adjacent community. The consulting firm of Fenco Lavalin is responsible for project management.

Public meetings have been held in East Vancouver to ensure that residents are fully informed of developments. Every effort is being made to achieve fair settlements with residents who must relocate as a result of this project.

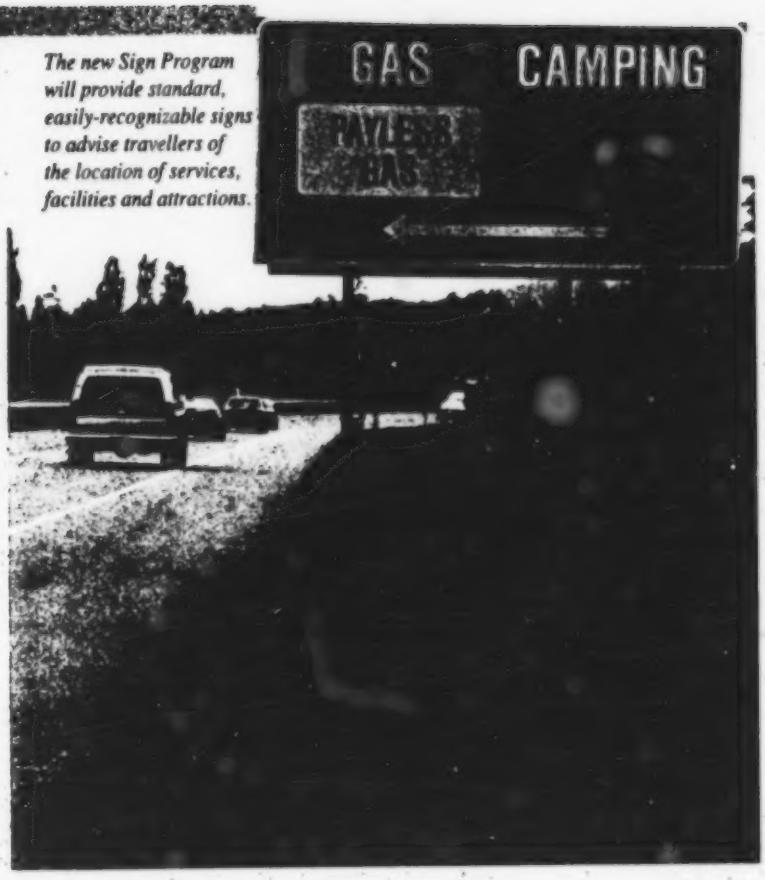
The project is due to be open for traffic in late 1991.



*The First Avenue Interchange will be reconstructed as part of the Cassiar Connector project. Two new ramps will connect Rupert Street to Cassiar Street.*

*The new Sign Program will provide standard, easily-recognizable signs to advise travellers of the location of services, facilities and attractions.*



## NEW SIGN PROGRAM

The new program, a cooperative venture with the Ministry of Tourism and the Provincial Secretary, was announced on February 16, 1989 and will provide standard, easily-recognizable signs to advise travellers of the location of facilities and attractions. The policy was developed in Traffic Branch, after consultation with the travelling public and tourist-oriented businesses.

The new white-on-blue signs are considerably larger than those previously allowed. They will direct travellers to facilities such as service stations, restaurants, lodgings, campgrounds or attractions, as well as miscellaneous services, such as marinas, boat ramps, sani-stations and picnic areas. The new stylized "rising dogwood" symbol will identify designated tourist attractions throughout the Province.

The signs will be produced, installed and maintained by the Ministry at no charge to business operators.

The biggest change will be in rural areas where new, larger signs will display business name panels, directional markings and other information on gas, food, lodging and tourist attractions. In urban areas, where distances between turn-offs may be minimal, generic symbols are used as services are usually numerous and are visible from the highway.

Permits covering private signs for existing services, facilities and attractions will be canceled as new signs are installed, and the Ministry will remove unnecessary signs from rights-of-way across the province.

The Service and Attraction Signs Program should be completed by the Fall of 1989.

*The new blue and white service and attraction signs stand out from other highway signs.*

## REORGANIZATION

The Ministry has been reorganized in an effort to meet three main goals:

**1 Improve service and communication with the public**

The Ministry transferred authority for many programs from headquarters to regional or district level. Staff in the regions and districts are generally the first line contacts with the public and should have authority to make decisions at that level. With the decentralization of many branch functions, the goal is to make the Ministry more responsive to local needs.

**2 Develop new business practices to enhance accountability**

A strategy was developed to ensure that the Ministry would maintain accountability for bridge and highway maintenance services provided by private enterprise. Through a Project Management Program, the Ministry oversees the quality, budgets and schedules of all projects.

**3 Establish clear lines of authority and responsibility**

Prior to restructuring, project accountability was divided between the functions of planning, design, land acquisition and construction. Now, all aspects of each capital and rehabilitation project are the responsibility of one individual. Regionally-appointed Project Managers are accountable for most projects undertaken in the province. Project Directors from headquarters are accountable for coordinating major projects.

### New Accountabilities on Regional and District Levels

The regions are now directly responsible for providing safe highways throughout the province. Headquarters staff act as consultants, being called in to assist with planning and design, as well as providing overall direction and control. The regions now provide planning, engineering, property acquisition and project design as well as management of construction and paving projects.

Responsibility for transportation planning, previously a headquarters function under the direction of the Transportation Planning Division, is being shifted into the regional structure. Each region will have a Manager of Planning.

### Reorganization of Staff

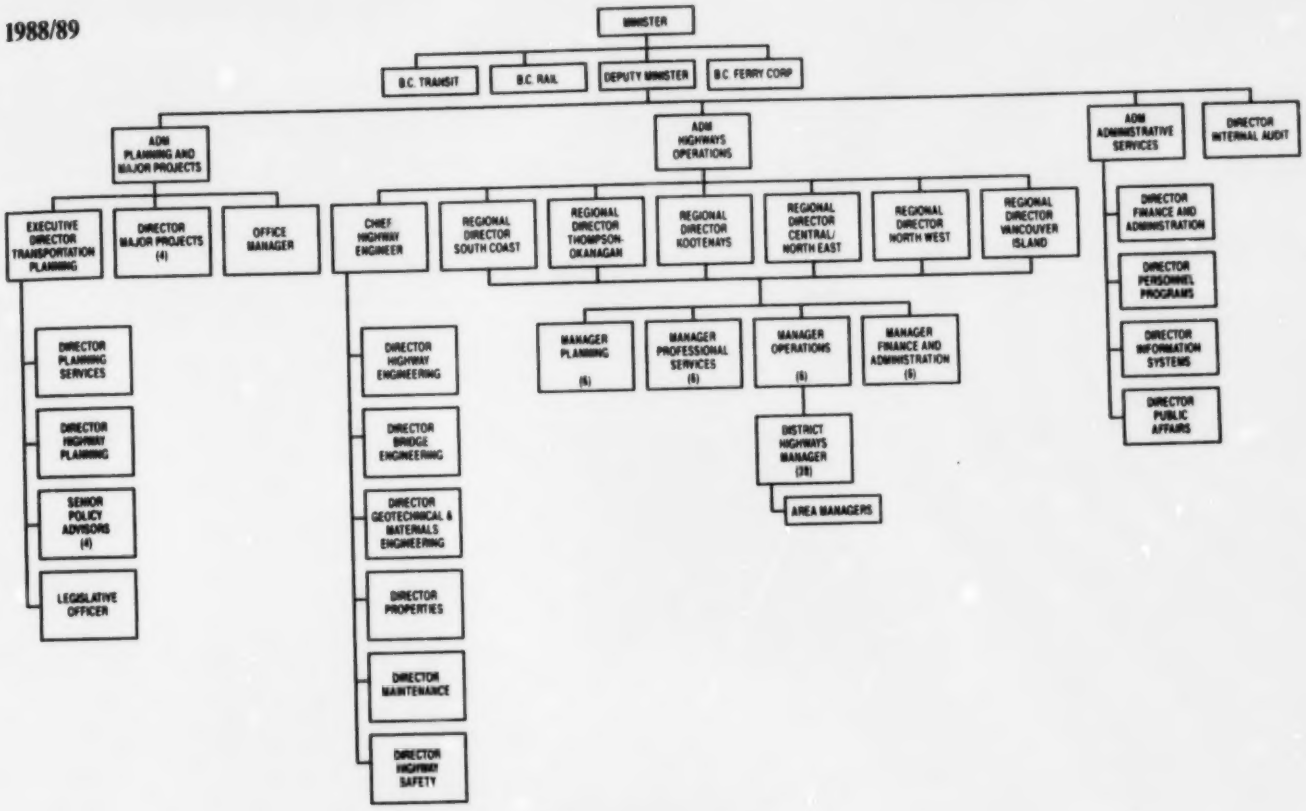
In an effort to meet the goals of reorganization, the Ministry considered the need to integrate functional branches, provide cross-training to help with career development and adaptability, and establish core groups which are supplemented by auxiliary seasonal staff.

The restructuring of the Ministry, assisted by the Personnel Programs Branch, resulted in recruitment of new employees and changes in job location, function and classification for many regular employees.

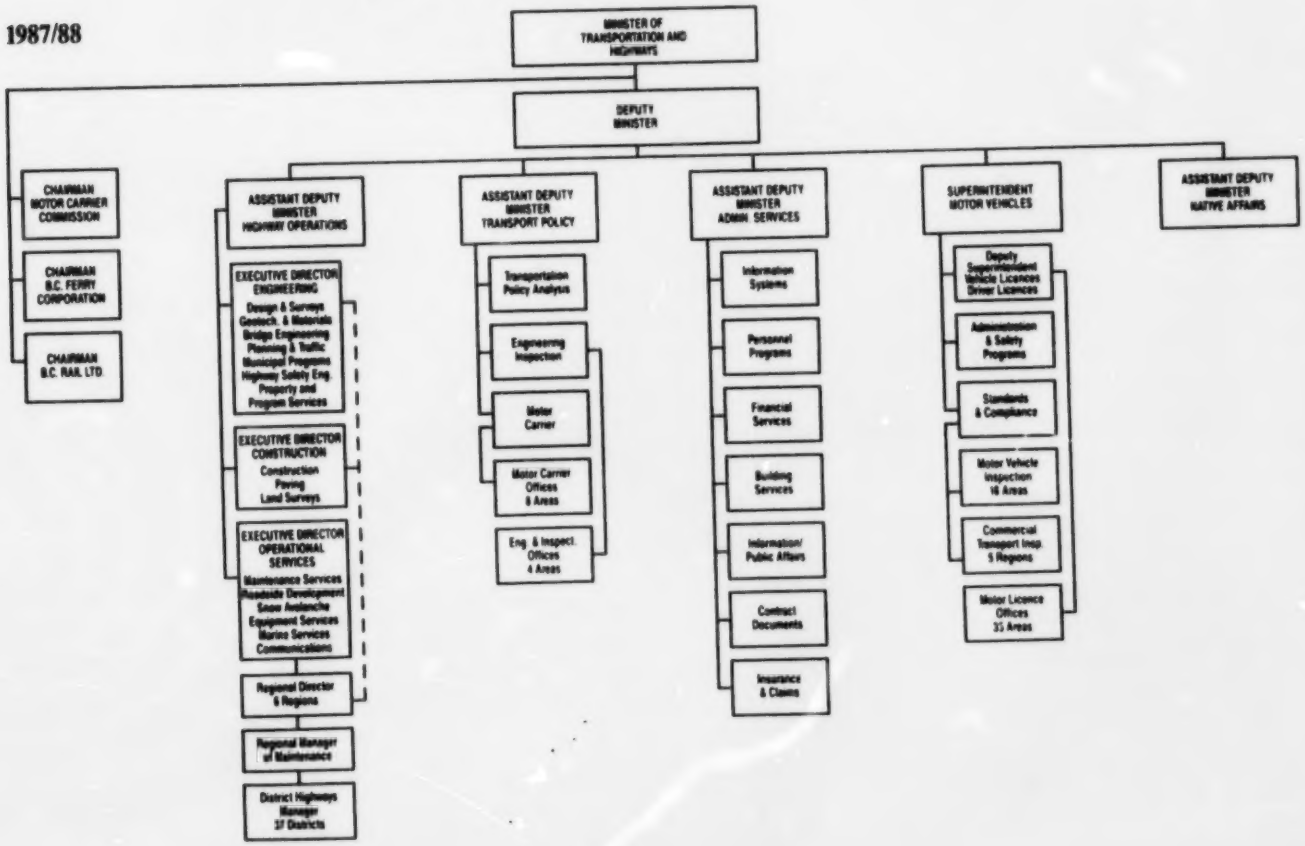
Planning Division in headquarters will refocus its emphasis on establishing a framework for planning in the regions, program development, policy and project planning in support of major projects. Two new branches of the Transportation Planning Division were established: the Highway Planning Branch and the Planning Services Branch.

Under the Deputy Minister, the Ministry is broken down into three main departments, each headed by an Assistant Deputy Minister. There is also a new Internal Audit Department.

**1988/89**




**1987/88**



## Regional Organization

Each of the six regional offices consists of planning, professional services, operations and finance and administration. The regions are divided into 27 highways districts each with its own manager and support staff.

In 1988, regions and districts were redefined and renamed to match contract area boundaries.

## Internal Audit Department

This department was established during this fiscal year to provide an independent, systematic appraisal of the operations of the Ministry. The overall objective is to assist senior management with management and control of resources in an efficient, economical and effective manner.

Internal Audit provided guidance as well as technical and professional liaison to contracted auditors. This included the audit of 1987/88 Road and Bridge Maintenance Costs. These costs were used to form the basis of negotiating privatized road and bridge maintenance contracts.

# HIGHWAYS OPERATIONS

This is the largest department in terms of programs and personnel. The department consists of the Professional Service Division, six regional offices and 27 district offices.

## Construction Branch

**Construction Branch** administered and managed ten projects in the Capital Highway Grade Construction Program throughout the province.

A federal/provincial cost-sharing agreement was established for work on the Yellowhead Highway. This $36 million agreement began in 1987/88. Four projects are under way, one four-laning project on Highway 5 just north of Kamloops and three between Prince George and Prince Rupert on Highway 16.

In the Kootenays, work began on Trail Hill as part of the Smelter Hill relocation project and on Highway 6 at Cape Horn Bluffs to widen a one kilometre section to two lanes.

On the Sunshine Coast, work continued on upgrading Highway 101 from Secret Cove to Wood Bay in the Sechelt area.

In the Lower Mainland, work continued to upgrade Scott Road in North Surrey.

Final reconstruction was completed on Highway 24, just west of Little Fort.

In Prince George, the new four-lane section of Highway 16, east of the new Fraser River crossing, was completed.

## Maintenance Services Branch

**Maintenance Programs** assists the regions in the administration of road and bridge contracts, and maintains responsibility for the Quality Assurance Program.

This branch is responsible for maintaining a full inventory of roads and bridges. Changes to the inventory include:

| | 1987-88 | 1988-89 |
|---|---|---|
| Kilometres Road Open | 42,798 | 43,259 |
| Lane-km Road Paved | 43,507 | 44,365 |
| Culverts | 164,515 | 166,473 |
| Sign Posts | 103,834 | 107,684 |
| Km Dust | 3,877 | 3,885 |
| Number of Bridges | 2,763 | 2,672 |
| Square metres of Deck | 1,249,703 | 1,234,234 |
| Metres of Bridges | 133,640 | 141,318 |

**Pavement Marking** is responsible for providing safe, well-delineated lane and turning movement definitions for all provincial highways. This includes the layout, application and restoration of all centrelines, edgelines, lane lines, crosswalks and related traffic markings, including reflectors.

| **Marking** | 1987/88 | 1988/89 |
|---|---|---|
| Centreline, edge and lane lines painted (in km) | 23,818 | 21,977 |
| Prelining (in km) | 3,028 | 1,845 |
| Other markings | 3,674 | 3,676 |
| Thermoplastic Marking | | |
| Centreline, edge and lane in plastic | 643 | 257 |
| Plastic laid (in meters) | 10,780 | 20,598 |
| Other Markings | 5,084 | 9,803 |
| Catseyes and Reflective Road Marking | 78,020 | 73,173 |
| Material Usage | | |
| Paint (in litres) | 969,828 | 1,038,686 |
| Thermoplastic (in km) | 218,149 | 182,700 |

## Highways Engineering Branch

This branch is responsible for the formulation and application of design and construction standards for traffic, highway and electrical engineering for the ministry. It also supplies all highway engineering requirements to the Major Projects Department. The Environmental Services Section of this branch is concerned with roadside development, wildlife fencing and any other means to negate the impact of Ministry projects on the environment. They develop plans to minimize environmental impact and develop projects to compensate for impacts.

## Traffic and Design Branch

Within this fiscal year, survey and design functions were transferred to the regions.

This branch is responsible to provide guidance and advice to regional staff on design, specifications and standards issues. Design staff review design projects prepared by consultants and regional staff.

**Traffic Section — Civil** This section is concerned with highway signing, pavement markings, traffic/pedestrian signals, speed limits and traffic operations generally.

### Bridge Engineering Branch

This branch designs and supervises bridge construction and is responsible for the maintenance and construction of ferry docks. The branch also maintains a detailed bridge inventory and inspection history.

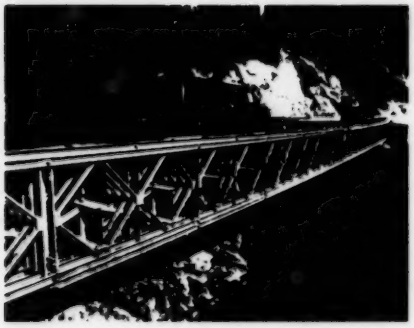
The major concentration of work was the Richmond East/West Freeway with nine structures. The remaining projects were scattered throughout the province.

The most unusual project was the addition of a ship collision collar at the south pier of the Lions' Gate Bridge.

### Marine Section

**Marine service** was provided on 17 routes with a fleet of seven certified vessels, six reaction ferries, four aerial ferries (for winter use), and four cable ferries. In addition, two subsidized ferries, three tugboats, and four portable barges were in use. A total of 2,363,830 vehicles and 4,638,441 passengers were carried on the fresh water fleet during the year.

In April 1988, the Castlegar to Robson Cable Ferry was closed, and in November 1988, operation of the Lytton Reaction Ferry was contracted to Emcon Services, the road and bridge maintenance contractor for the area.



*Bridge Engineering Branch designs and supervises bridge construction from temporary Bailey bridges to the larger spans such as the Lions' Gate Bridge.*

### Geotechnical and Materials Engineering Branch

This branch provides geotechnical and materials engineering services, advice, policy and standards to Ministry branches, regions and Major Project Directors.

This includes geotechnical investigation and design for highways and structures, pavement evaluation and design and stability investigations for landslides and rockslopes.

### Highway Safety Branch

This branch is responsible for developing a public highway safety program and recommending physical and operational changes to increase safety. This includes the review of highway design standards to improve safety.

### Properties Branch

This branch is responsible to develop and monitor property acquisition standards and procedures for rights-of-way and other Ministry purposes. This involves land and building appraisals, negotiation with owners, arrangement of leases, reserving of Crown Lands, the purchase of gravel pits, arrangements for sale of surplus property and management of properties being held by the Province. The Properties Branch assists in preliminary and final route selection by providing advice on all real estate values and trends. A total of 512 agreements was drawn at a total cost of $15,595,146.62. Of this sum, $4,860,847.06 was spent on the Cassiar Connector Project and $2,505,688.77 on two projects on the Okanagan Highway 97: the Trout Creek to Bentley Road Project and the Winfield Project. Two arbitrations were heard this year.

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**Expropriation Act**

This new Act influences the way the Ministry acquires properties for highway purposes. The Act provides owners with legal and appraisal services, and longer lead time to deal with the Ministry. The Act sets standard policies to be followed by all provincial expropriating agencies. A permanent Expropriation Compensation Board has been established to arbitrate compensation disagreements.

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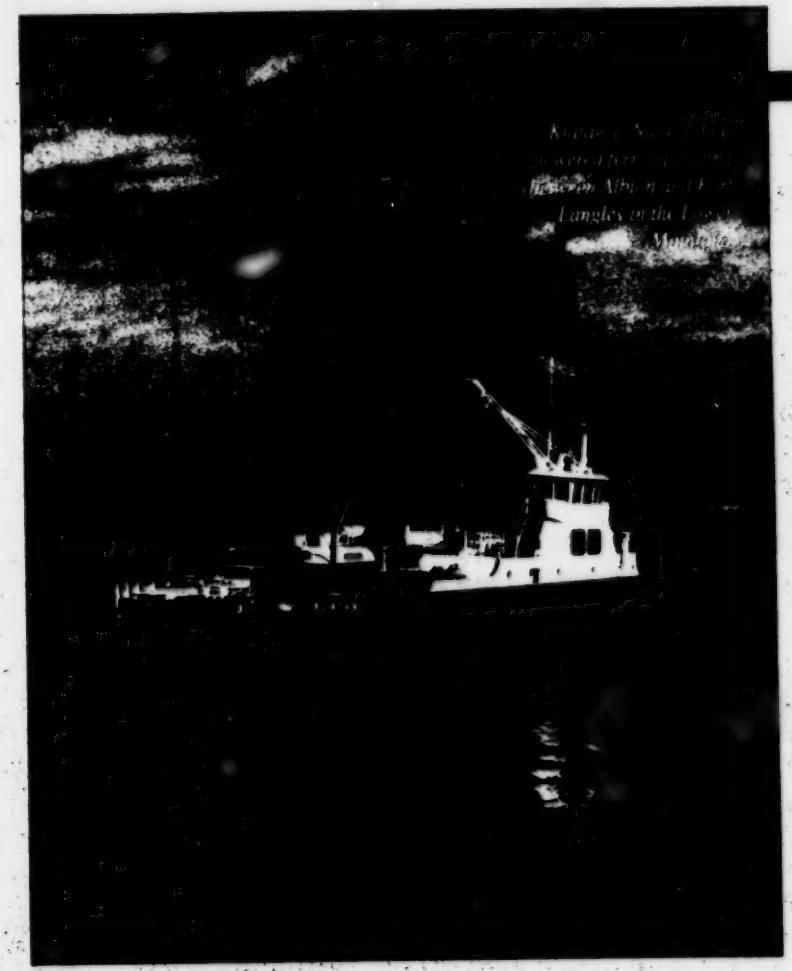


**REGION 1**
**SOUTH COAST**

4 / 5. Howe Sound/Sunshine Coast
6. Lower Mainland
7. Fraser Valley

**REGION 2**
**THOMPSON-OKANAGAN**

8. South Okanagan
13. Okanagan-Shuswap
14. Nicola
15. Thompson
16. South Cariboo

**REGION 3**
**KOOTENAYS**

9. Kootenay Boundary
10. Central Kootenay
11. East Kootenay
12. Selkirk

**REGION 4**
**CENTRAL/NORTH EAST**

17. Central Cariboo
18. North Cariboo
19. Fort George
20. Robson
21. South Peace
22. North Peace
23. Nechako

**REGION 5**
**NORTH WEST**

24. Lakes
25. Bulkley Pass
26 / 27. Skeena
28. Stikine

**REGION 6**
**VANCOUVER ISLAND**

1. South Island
2. Central Island
3. North Island

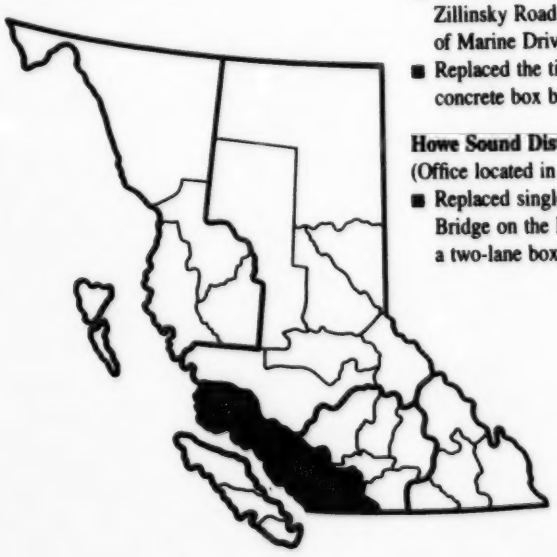
# HIGHWAYS REGIONAL AND DISTRICT OPERATIONS

## South Coast Region
**(Office located in Burnaby)**

**Development Approval Statistics**

| | |
|---|---|
| Controlled Access Permits Issued | 85 |
| Ordinary Access Permits | 361 |
| Zoning By-Laws | 354 |
| Other Permits | 693 |
| Subdivisions (Final) | 169 |
| Lots Created (Final) | 725 |
| Kilometres New Road Dedicated (Final) | 11.09 |
| Hectares Widened Right-of-Way to Existing Highways | 10.72 |

**"Traffic for Kids" Program** The Electrical Branch in Coquitlam designed a working model of a typical urban intersection to improve children's traffic awareness.



**Sunshine Coast District**
(Office located in Gibsons)

- Constructed left-turn lanes at Field Road on Highway 101.
- Paved approximately 500 metres to complete reconstruction on Gillies Bay Road.
- Widened Garden Bay Road and Porpoise Bay Road approximately 600 metres to four lanes and installed curbs and gutters.
- Constructed approximately 300 metres additional off-loading lane and improved alignment of North Road at the Langdale Ferry Terminal to North Road Intersection.
- Constructed approximately 500 metres of connector road between Roberts Creek Road and Lockyer Road in the Roberts Creek area.
- Reconstructed approximately 500 metres of Zillinsky Road and approximately 50 metres of Marine Drive in Powell River.
- Replaced the timber Anderson Bridge with a concrete box beam structure.

**Howe Sound District**
(Office located in North Vancouver)

- Replaced single-lane Pemberton Creek Bridge on the Pemberton Airport Road with a two-lane box beam structure.
- Constructed and paved approaches to the new Pemberton Creek Bridge on Pemberton Airport Road.
- Surface-treated approximately 4.5 kilometres of the Squamish Valley Road.
- Commenced work on the Duffey Lake Road between Pemberton and Lillooet in preparation for hard-surfacing in 1989.
- Constructed and paved a southbound left-turn lane from the Village Gate in Whistler to Highway 99 as part of the Sea-to-Sky Project.
- Installed approximately 1000 metres of chain-link right-of-way fence between the Cypress Bowl Interchange and Cypress Creek Bridge in West Vancouver, and approximately 900 metres on the Trans Canada Highway in North Vancouver.
- Replaced approximately 775 metres of 18 inch guardrail with 690 millimetre roadside barrier on Highway 99 between Britannia Beach and Squamish.

**Lower Mainland District**
(Office located in New Westminster)

- Conducted grinding and paving projects on the Lougheed Highway in Pitt Meadows, on Highway 10 in Delta, the Steveston Interchange in Richmond, 56th Street in Tsawwassen and various other locations throughout the district.
- Completed profile restoration operations on routes 91 and 91A.
- Awarded contracts for the repair of concrete surfaces on Southwest Marine Drive in the University Endowment Lands and on Gaglardi Way in Burnaby.
- Constructed right-turn lanes at several intersections including St. John's Street and Barnet Highway in Port Moody.
- Widened Lougheed Highway in Maple Ridge to encompass a two-way left-turn lane between 203rd Street and 207th Street.
- Continued work at the University of British Columbia with the curbing and paving of the eastbound lanes of Chancellor Boulevard.
- Completed intersection improvements in Langley at Trinity Western University and in Surrey on King George Highway at 60th Avenue.
- Installed fencing and guardrail on Routes 1 and 99 in continuation of the safety enhancement program.
- Installed a rubberized crossing over the CP Rail tracks as part of the rail crossing upgrading.
- Repaired the sub-deck and asphalt surface of the Queensborough Bridge in New Westminster.
- Initiated a major joint repair program on the Knight Street Bridge in Richmond.
- Widened shoulder and constructed special ramps to accommodate bicycles on Highway 99 from the Douglas Border Crossing to 8th Avenue.

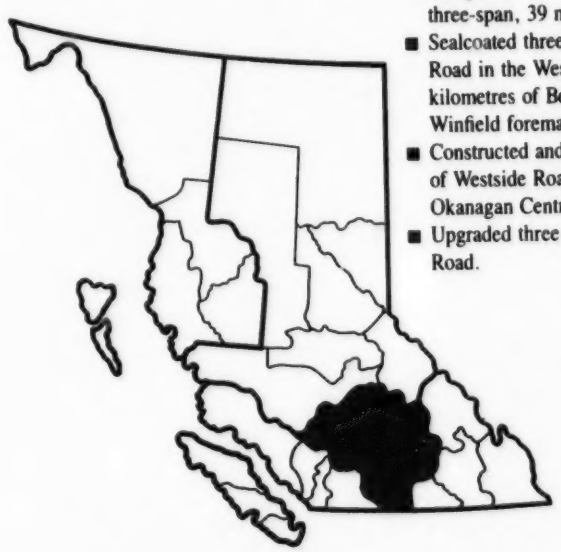
**Fraser Valley District**
(Office located in Sardis)

- Completed intersection improvements, paving and recapping of various side roads.
- Replaced Silver Skagit Bridge with a concrete box beam structure.

## Thompson-Okanagan Region
**(Office located in Kamloops)**

**Development Approval Statistics**

| | |
|---|---|
| Controlled Access Permits | 127 |
| Ordinary Access Permits | 683 |
| Zoning By-Laws | 337 |
| Other Permits | 1184 |
| Lots Created (Final) | 537 |
| Subdivisions (Final) | 249 |
| Kilometres New Road Dedicated (Final) | 13 |
| Hectares Widened Right-of-Way to Existing Highways | 40 |



**South Okanagan District**
(Office located in Penticton)

- Construction was carried out on Princeton-Summerland Road, Apex-Nickel Plate, Old Hedley Road, Gammon Road, North Naramata Road and several intersections in the Oliver and Osoyoos areas.
- A major repaving program was carried out on Naramata, Okanagan Falls and Cawston Streets.
- Redecked the West Bench Bridge.
- Replaced the wooden structure of Bear Creek Bridge on Tulameen Road with a concrete, three-span, 39 metre bridge.
- Sealcoated three kilometres of Bear Creek Road in the Westside foreman area and five kilometres of Beaver Lake Road in the Winfield foreman area.
- Constructed and paved two kilometres of Westside Road and one kilometre of Okanagan Centre Road.
- Upgraded three kilometres of Commonage Road.

- Redecked the Casorso Bridge.
- Cleaned and painted the Okanagan Lake Bridge (by contract).
- Rebuilt the wooden structure at Deeper Creek on Lakeshore Road Bridge.
- Replaced the wooden structure at the West Kettle River on Big White Road with a steel pile and concrete stringer structure (by contract).

**Okanagan-Shuswap District**
(Office located in Vernon)
The Vernon and Salmon Arm Districts were combined to form the Okanagan-Shuswap District.

- Laid 8400 tonnes of asphalt in conjunction with a headquarters surfacing contract.
- Applied 780,000 litres of magnesium chloride as part of the dust control and road stabilization program.
- Continued upgrading of wood sign posts to steel, bringing the district up to almost 100 per cent steel posts.
- Improved driving safety with major reconstruction on Grandview Beach, Trinity Valley, Rawlings Lake, Creighton Valley and Sugar Lake roads.
- Sealcoated a total of 15.49 kilometres of gravel road. (A second application was placed on 13.88 kilometres.)
- Continued the guardrail program with installations occurring at several bridge approaches as well as in residential areas.
- Replaced Fortune Creek Bridge with a Bailey down stream. Steel H Piles were driven to prepare for installation of prestressed box beams.

**Nicola District**
(Office located in Merritt)

- A total of 276 avalanches resulted in 29 road closures.
- Undertook major hot mix patching throughout the district.
- Installed guardrails on Highway 12 from Lytton to Lillooet and Merritt Spences Bridge on Highway 8.
- Replaced barb/paige wire fencing with smooth wire fencing in the deep snow belt on Highway 6 Coquihalla.
- Reconstructed 3.2 kilometres of the Douglas Lake Road, in a continuing project.
- Completed 2.4 kilometres of construction and opened Tunkwa Lake Road for traffic.
- Constructed an interchange 11 kilometres south of Merritt on Highway 5.
- Replaced McKay Bridge with a 2.1 metre diameter culvert, Gavelin Bridge with a triple single Bailey with an overdeck, and Douglas Lake Bridge with a 29 metre concrete box girder structure.
- Widened English Bridge to accommodate two-way traffic.

**Thompson District**
(Office located in Kamloops)

- Constructed a bridge over Cahilty Creek on the Heffley Louis Creek road.
- Completed structural repairs to Savona Bridge.
- Redecked the Barriere North Bridge and the Walhachin Bridge.
- Replaced cables on the McLure and Little Fort ferries.

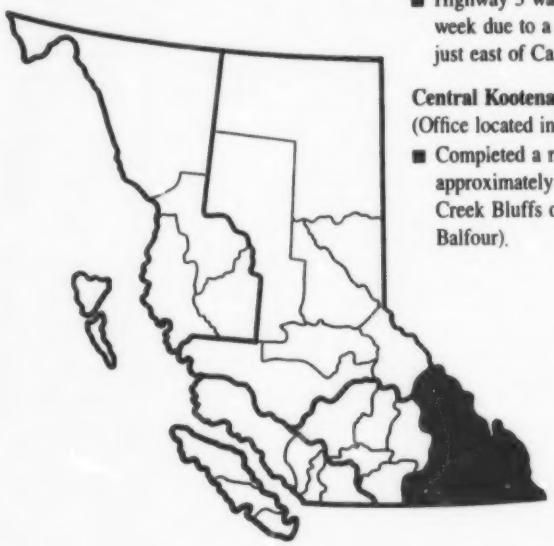
**South Cariboo**
(Office located in 100 Mile House)

- Involved in the Major Project of Highway 97, with the relocation and construction of the highway between 86 Mile and 94 Mile.
- Seal-coated the Yalakom Switchbacks, 60 kilometres of Highway 24, Horse Lake Road, Canim-Hendrix Lake Road and six kilometres of South Canim Lake Road.
- Completed machine patching on Highway 12, 40, 760-R and 97.
- Paved and strengthened roads in the 108 Mile Subdivision.
- Improved entrance intersection at Lac la Hache Provincial Park.
- Rebuilt and widened Timothy Lake Road.
- Installed guardrail on Highway 12 and the Trans-Canada Highway.
- Constructed five kilometres of select granular sub-base on the North Bonaparte Road.

## Kootenays Region
**(Office located in Nelson)**

**Development Approval Statistics**

| | |
|---|---|
| Controlled Access Permits Issued | 89 |
| Ordinary Access Permits | 282 |
| Zoning By-Laws | 109 |
| Other Permits | 537 |
| Subdivisions (Final) | 154 |
| Lots Created (Final) | 343 |
| Kilometres New Road Dedicated (Final) | 6.49 |
| Hectares Widened Right-of-Way to Existing Highways | 14.24 |



**Kootenay Boundary District**
(Office located in Grand Forks)

- Reprocessed and capped (with a hot mix overlay) 51 kilometres of Crowsnest Highway 3 between Gilpin and the Paulson Bridge.
- Completed sandblasting and painting of the Trail Bridge.
- Cleaned and galvanized Kinnaird Bridge, Brilliant Bridge, and Ootischenia Bridge.
- Installed new deck of Ekki wood on the Waneta Bridge.
- Highway 3 was closed for approximately one week due to a 2,000 cubic metre rock slide just east of Castlegar.

**Central Kootenay District**
(Office located in Nelson)

- Completed a rock scaling contract of approximately 1.5 kilometres on Coffee Creek Bluffs on Highway 3A (Nelson - Balfour).
- Improvements to realignments on sections of Highways 6 and 31.
- Completed project to remove overhangs and pioneer access roads at Slocan Bluffs section of Highway 6.
- Repaved 32 kilometres of Highway 3.
- Cold recycle of 30 kilometres of Highway 31A.

**East Kootenay District**
(Office located in Cranbrook)

- Constructed 1.1 kilometres of Crowsnest Road in Fernie.
- Constructed 1.3 kilometres of Holmes Road and 0.3 kilometres of 1st Avenue in Cranbrook.
- Surface-treated more than 21 kilometres of road.
- Continued the fencing program with fence installation or repair on approximately 41.06 kilometres of road in Cranbrook, Fernie, Wardner, Yahk, Skookumchuck and Radium.
- Installed 1.2 kilometres of guardrail on Highways 3, 93 and 95.
- Replaced structures on Betania Bridge, Sand Creek Bridge and Sheep Creek Bridge.

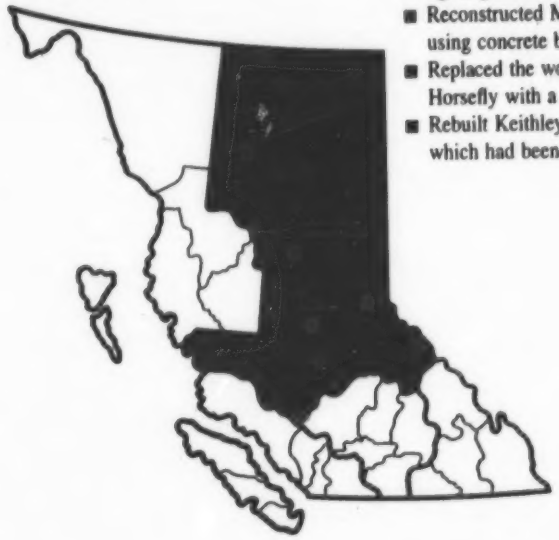
**Selkirk District**
(Office located in Revelstoke)

- Continued removal of gravel and debris from Holdich Tunnel on Highway 23 North.
- Sealcoated tc surface treat 32 kilometres of Highway 23 North.
- Applied heater scarification on nine kilometres of Trans Canada Highway 1.
- Cleaned and painted underside of the Columbia River Bridge at Revelstoke.
- Placed guardrails on various sections of Highway 23 and Trans Canada Highway 1 in continuation of the guardrail program.

## Central North East Region
**(Office located in Prince George)**

**Development Approval Statistics**

| | |
|---|---|
| Controlled Access Permits Issued | 55 |
| Ordinary Access Permits | 514 |
| Zoning By-Laws | 98 |
| Other Permits | 455 |
| Subdivisions (Final) | 116 |
| Lots Created (Final) | 235 |
| Kilometres New Road Dedicated (Final) | 11.05 |
| Hectares Widened Right-of-Way to Existing Highways | 33.21 |



**Central Cariboo District**
(Office located in Williams Lake)

- Continued upgrading of Highway 20 with more reconstruction in the Nimpo Lake area.
- Reconstruction on Chimney Lake Road and Dog Creek Road.
- Paved a large portion of the Fox Mountain Road.
- Called advance tenders for paving Highway 20 (Anahim Lake - Nimpo Lake).
- Completely reconstructed Mackenzie Avenue and Frizzi Road intersection, including street lighting and left-turn lane.
- Reconstructed Mill Bridge in Hagensborg using concrete box beams.
- Replaced the wooden Moffat Creek Bridge at Horsefly with a stringer structure.
- Rebuilt Keithley Creek Bridge at Likely which had been damaged by flooding.

**North Cariboo District**
(Office located in Quesnel)

- A major washout of the Barkerville Highway between Bowron Lake Road and Barkerville resulted from the high water level in Williams Creek. A portion of the Bowron Lake Road was also washed out near Antler Creek.
- Continued reconstruction on the Nasko Road and Blackwater Road in anticipation of paving in 1989/90.
- Widened shoulders in various locations on the Barkerville Highway in preparation for paving in 1990/91.
- Reconstruction on Blackwater Road in preparation for new bridge construction in 1989/90.
- Replaced Dunkley Bridge with a concrete box beam structure and Shawning Bridge with a multiplate culvert.
- Redecked Jack-O-Clubs Bridge.

**South Peace District**
(Office located in Dawson Creek)

- Completed final surface repairs in areas affected by the 1987 flood.
- Repaved 2.2 kilometres of the Dangerous Goods Route around Dawson Creek and reconstructed 1.8 kilometres with substantial improvements to the Dangerous Goods Route, Hart and Alaska Highways intersections.
- Reconstructed five kilometres of the Jackfish Road to a gravel surface.
- Continued improving the slide area at South Taylor Hill on Highway 97N.
- Completed 24 kilometres of improved shoulder to enable the start of paving from Chetwynd to East Pine.
- Regravelled 275 kilometres of various farm, industry and settlement roads.
- Replaced four minor timber bridges.

**Fort George District**
(Office located in Prince George)

- Completed light vehicle access road and major construction between Sinclair Mills and Longworth.
- Reconstructed one kilometre of Upper Mud River Road and seven kilometres of Mitchel Road.
- Placed final surcharge material on swamps north of Bear Lake in preparation for reconstruction of John Hart Highway 97 from Red Rocky to 42 Mile Creek.
- Continued rock cut widening on Highway 16 near Bowron River.
- Improved intersections on Highway 97 South and Highway 16 West.
- Completed new deck plus stringers on approach spans of the Willow River Howe Truss bridge.
- Repaired concrete on the Red Rock Underpass.

**Robson District**
(Office located in McBride)

- Laid crushed gravel on 7.35 kilometres of Mountain View Road in the McBride area.
- Constructed 3.3 kilometres of Mountain View Road in the McBride area.
- Completed five kilometres of gravel road in preparation for next year's Graded Aggregate Seal program in the McBride Area.
- Constructed 3.8 kilometres of new road on Crooked Creek Road in the Valemount area through the Air Transportation Assistance Program. (Ministry assistance was requested by the village of Valemount in the administration of the construction.)

**North Peace District**
(Office located in Fort St. John)

- Continued work on the Beatton River Crossing project.
- Replaced the Upper Halfway Bailey Bridge with a truss Bailey deck cover.
- Replaced the Indian Bridge.

**Nechako District**
(Office located in Vanderhoof)

- Completed reconstruction on the Tachie Road south of the Leo Creek Junction.
- Continued reconstruction on the Blackwater, Francois Lake, Stella, Sturgeon Point and Sackner roads.
- Paved 20 kilometres of Yellowhead Highway 16 from Endako to Priestly Hill.
- Completed and opened the Stellako River Bridge.
- Replaced wooden bridges on Corkscrew and Stump Roads with multiplate culverts and reconstructed and gravelled the approaches.

**North West Region**
**(Office located in Terrace)**

**Development Approval Statistics**

| | |
|---|---|
| Controlled Access Permits Issued | 76 |
| Ordinary Access Permits | 221 |
| Zoning By-Laws | 40 |
| Other Permits | 180 |
| Subdivisions (Final) | 49 |
| Lots Created (Final) | 147 |
| Kilometres New Road Dedicated (Final) | 6.01 |
| Hectares Widened Right-of-Way to Existing Highways | 5.01 |
| Land Branch Referrals | 152 |

**Skeena District**
(Office located in Terrace)

- The Wathl Creek Bridge and sections of the Kitamaat Village Road were washed out due to heavy rains. The bridge was replaced with a Bailey bridge after a week's closure.
- Undertook major rock drilling and blasting in preparation for the reconstruction of "30 Mile Curve", 42 kilometres west of Terrace on Highway 16. The project was 75 per cent completed by year end. When complete, a 70 km/h sign replaces the existing 50 km/h limit.
- Improved traffic flow as a result of work in the Terrace North area and on the Kitamaat Village Road.
- Ditched and patched Cannery Road in the Prince Rupert area.
- Placed rip rap in continuation of the long-term project to protect the Queen Charlotte Islands coastline.
- Reconstructed another three kilometres of Towhill Road.
- Reconstructed several bridges, including Clear Creek Bridge on Kalum Lake Road and Alwyn Bridge.
- Completed repainting Galloway Rapids Bridge in the Prince Rupert area.

**Bulkley Nass District**
(Office located in Smithers)

- Avalanche activity and extreme hazard conditions caused numerous road closures in the Highway 37 corridor and Stewart area.
- Upgraded Tatlow Road intersection, completed two realignment projects and installed schedule 2 fencing on Highway 16.
- Completed side road regravelling, including base repair on Highway 37 prior to sealcoating.
- Upgraded the piers of the Kispiox Bridge.
- Redecked the Bulkley Bridge and Kitwancool North Bridge.

**Stikine District**
(Office located in Dease Lake)

- Avalanches occurred in the Cassiar, Telegraph and Bob Quinn areas with large deposits in the Ningunsaw area closing Highway 37 for approximately 10 days.
- Improved grades and alignment on the Tuya Hill section of Telegraph Creek Road.
- Gravelled and improved drainage on Telegraph Creek Road.
- Reconstruction work continues on Gnat Pass and the Atlin Highway from Atlin Townsite to Fourth of July Creek.
- Replaced Birch Creek Bridge on Surprise Lake Road and Augustchilde Bridge on Telegraph Road each with 18 metre steel stringer structures.

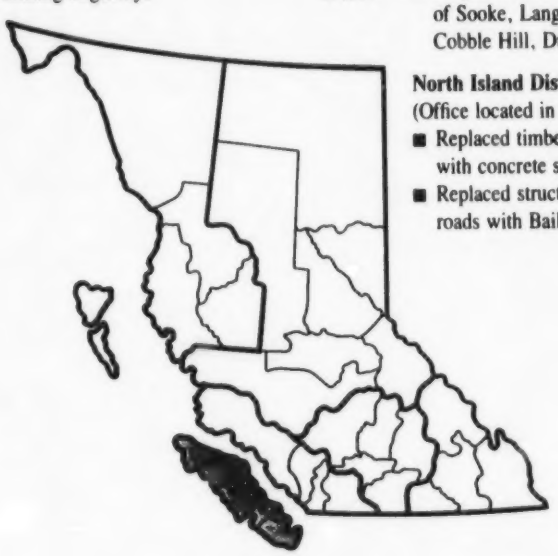
**Lakes District**
(Office located in Burns Lake)

- Minor reconstruction was carried out on 21 Colleymount Road to include clearing and grubbing of an approximate two kilometre relocation at Antilla.
- Relocated 209 Eagle Creek Road from 35 North Francois to 371 Clearview Drive for a length of approximately 0.5 kilometres.
- Constructed a "brake check" truck pullout at the top of a hill leading down to Southbank ferry landing on 59 Keefe's Landing Road.
- Completed the deck on Buck 2 Bridge and constructed approaches.
- Installed a new deck, cross ties and needle beam on Lewis Bridge.
- Replaced planks on Foulton River, Nadina, and Trout Creek bridges.

## Vancouver Island Region
### (Office located in Nanaimo)

**Development Approval Statistics**

| | |
|---|---|
| Controlled Access Permits Issued | 75 |
| Ordinary Access Permits | 1431 |
| Zoning By-Laws | 282 |
| Other Permits | 679 |
| Subdivisions (Final) | 305 |
| Lots Created (Final) | 1300 |
| Kilometres New Road Dedicated (Final) | 23,058 |
| Hectares Widened Right-of-Way to Existing Highways | 25,219 |



**South Island District**
(Office located in Victoria)

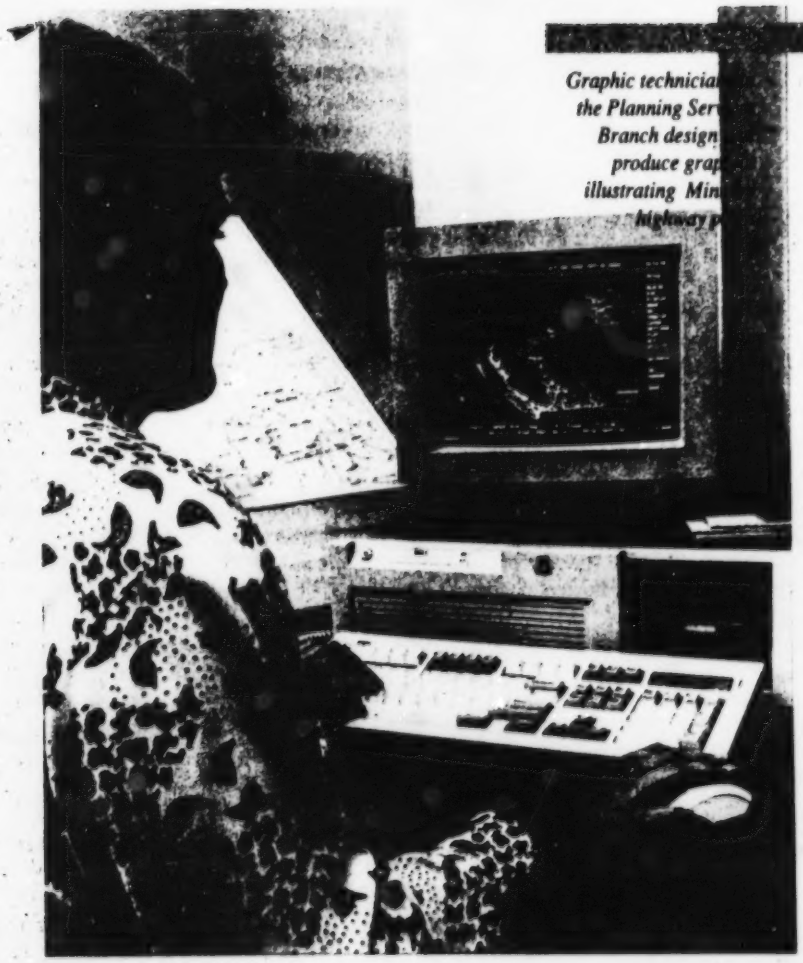
- Paved portions of the following roads: Riverside, Camerson Laggart, South Shore, Old Lake Cowichan, Craigflower and River Valley roads.
- Reconstructed one kilometre of Stewart Road and one kilometre of Riverside Road.
- Constructed Koksilah Road Bridge Access.
- Redecked Kelvin Creek Bridge.
- Reconstructed Booth Canal Bridge.
- Chipsealed 20 kilometres of road in the areas of Sooke, Langford, Ganges, Pender Island, Cobble Hill, Duncan and Cowichan Lake.

**North Island District**
(Office located in Courtenay)

- Replaced timber structure on Cortes Island with concrete stringer bridge.
- Replaced structures on Cox and Carwithen roads with Bailey bridges.
- Replaced half of Sachts Bridge with acrow structure in the Sayward area.
- Continued reconstruction of Holberg Road in the Port Hardy area.
- Continued road base repair and resurfacing of portions of Western Mines Road in the Cambell River area.
- Continued drainage improvements and the resurfacing of sections of Highway 19 and 28.
- Replaced old log culverts with metal culverts on Hyacinthe Bay Road on Quadra Island.
- Surfaced (with hot mix asphalt) the following roads for a total of 10.6 kilometres: Singing Sands, Cramer, Lacon, Seabank, Tsolum, Astra, Gage, Bood, Ryans, Hudson, Atlas and Day roads.

**Central Island District**
(Office located in Nanaimo)

- Completed 4.02 kilometres of reconstruction on South, Crofton, Dolphin and South Shore roads and on Nicol Street in Nanaimo.
- Completed bridge reconstruction on Eby, Guitar and Kelvin Bridges.
- Sealcoated 14.4 kilometres of miscellaneous side roads.



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# LANNING AND MAJOR PROJECTS

### Transportation Planning Division

This division develops and refines transportation strategies, programs and priorities with input from Ministry staff, government at large and affected publics. The division serves as the Ministry's resource for policy affecting all modes of transportation.

Transportation Planning Division co-ordinates overall highway planning strategy, participates with the planning of Major Projects and provides assistance for regional planning.

### Highway Planning Branch

This branch leads the highway planning functions to ensure that effective highway projects and programs are defined to meet Ministry requirements for the safe and efficient delivery of highway services.

### Municipal Program Section

This section is responsible for cost-sharing and policy programs related to transportation and highways in the municipalities. They maintain a communication link with the 147 incorporated municipalities through the Secondary Highway Program, the Roads section of the Revenue Sharing Act Program and the Urban/Arterial Highway Program.

The Municipal Program Section approved amounts of $2,734,712 for construction and $603,439 for maintenance works carried out on approximately 349 kilometres of Secondary Highways this year.

**Capital Roads Upgrading Program** This new program assists newly incorporated areas and restructured municipalities to bring sub-standard roads up to an adequate level.

**Revenue Sharing Act** The Municipal Programs Section examined approximately 128 applications received under the Roads section of the Revenue Sharing Act. Recommendations made to the Ministry of Municipal Affairs, Recreation and Culture resulted in grants totalling $13,023,415 for road-related works on 58 of the applications.

**Urban/Arterial Highway Program** This program refers to classification, construction and cost-sharing on arterial highways. Arterial highways are roads located within an organized territory and either form a part of the main provincial highway network or carry a very heavy volume of through traffic.

Generally, the Ministry is responsible for construction and maintenance of arterial highways, however, municipalities must cost-share on special items such as curb and gutter, street lighting, sidewalks and enclosed storm drainage.

### Planning Services Branch

This new branch, established in January 1989, is responsible for coordinating the transportation information needs of the Ministry and ensuring that there is a common, accessible data base to answer all of the user requirements with no duplication of expenditures. The corporate data base has a standard storage, retrieval and accessing format for the pool of transportation information. Planning Services Branch maintains the photolog program to film and collect information on the major road networks and the Landmark Kilometre Inventory which provides locational referencing and other transportation information on road systems.

### Transportation Information Section

This section supports all users of transportation information by providing accurate, timely and accessible transportation-related data. The Transportation Information System (TIS), is a resource for the functions of policy, planning, design, construction and maintenance.

### Transportation Policy Analysis Branch

This branch is responsible for evaluating proposed projects and expenditures for their economic and financial viability. In addition, they review policies, regulations and user charges. They undertake surveys by region and transportation mode to identify deficiencies and recommend action to promote economic development. Areas covered include air, rail, marine, roads and federal/provincial liaison.

Subsidies to Crown Corporations are administered by Transportation Policy Analysis Branch. See Appendix for subsidy allocations.

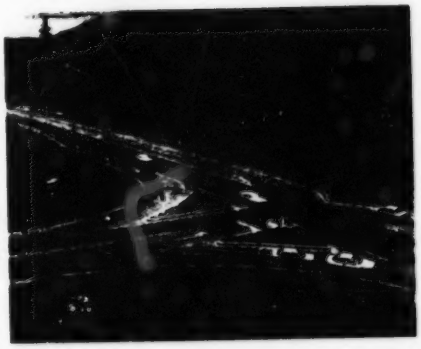
### Air Transport Assistance Program

This capital grant program is intended to encourage the development of improved air facilities in B.C. communities. The program provides grants and technical advice to help communities upgrade their airport facilities.

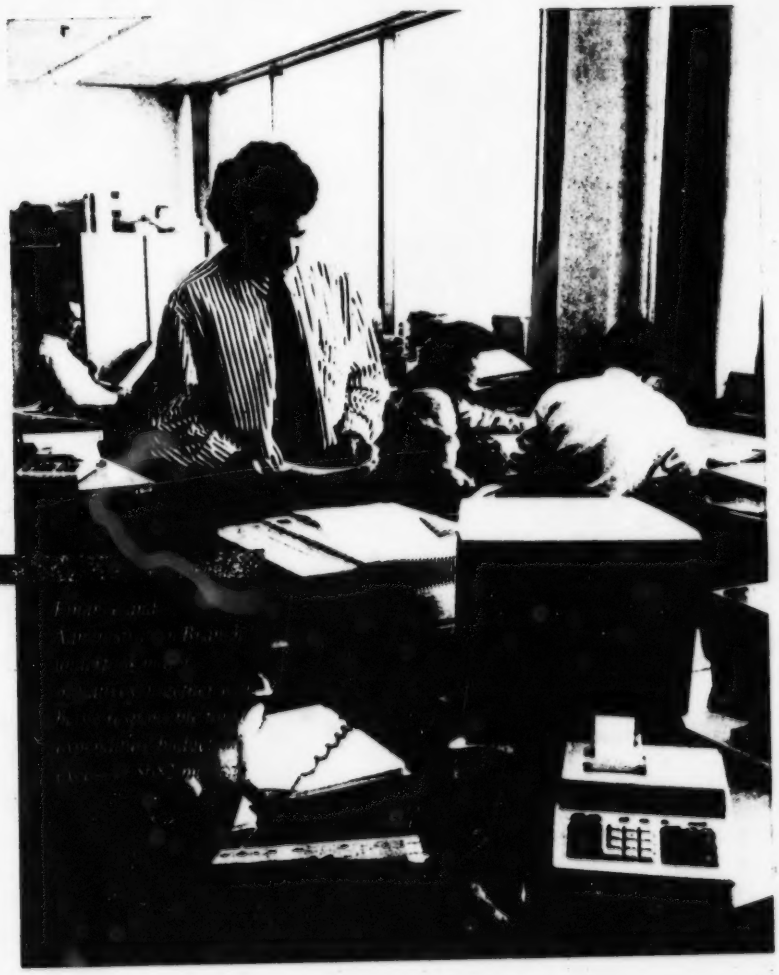
This year, a total of $6,832,320 was provided to 34 community airport operators for projects ranging from airport development planning to the installation of electronic navigation aids. The program also provided financial support for the B.C. Aviation Council's Airports Division which gives information and advice to local airport operators. See Appendix for grant allocations.

### Major Projects

For information on major projects, please turn to page 20



*Highway Planning Branch leads highway planning functions to ensure the safe and efficient delivery of highway services.*



# ADMINISTRATIVE SERVICES

## Finance and Administration Branch

This branch undertook major initiatives, together with being responsible for an expenditure budget in excess of $682 million.

**Financial Systems and Administration** was responsible for improving the Ministry's existing financial systems. Treasury Broad approved funding in March of 1988 for a new Financial Management Information System (FMIS). An evaluation committee was formed which included staff from Headquarters, Regions, B.C. Systems, Information Systems Branch and the Purchasing Commission. After seven months of intensive evaluation, Management Science America (MSA) financial software was selected for the Ministry's new FMIS. The FMIS project team is working towards having the core system is place by April 1, 1990.

**Financial Planning and Reporting** — was responsible for planning and developing the Ministry's annual expenditure estimates and implementation of the budget allocation process. This section coordinated the monthly review of the current year expenditure and revenue budget. Staff monitored actual expenditures and commitments to planned performance and implemented effective budget management policies and procedures throughout the Ministry.

**Financial Operations** — was restructured to meet the changing demands and workload created by Ministry regionalization and privatization initiatives. A contract management manual was drafted and a new series of works and services contracts was designed to promote a more consistent approach to contracting.

## Personnel Programs Branch

This branch provides a full range of personnel services to the Ministry, including organizational and classification analysis; recruitment and staffing; processing appeals and grievances; participation in collective bargaining, establishment control, comprehensive highway technology and other training programs; audio visual services; health and safety programs; employee performance evaluation and manpower analysis programs.

## Public Affairs Branch

This branch manages the distribution of information to the public, contact with the media through news releases and advertising and produces pamphlets and bulletins on Ministry activities.

## Information Systems Branch

This branch assists management throughout the Ministry to make the most beneficial use of the information resources for decision-making and operational purposes. Specialists provide consulting services and arrange for the design, acquisition, installation and operation of computers, word processors, communications and other information systems.

# APPENDIX

## Crown Corporations

The British Columbia Railway Company and the British Columbia Ferry Corporation operate independently, but report to the Minister of Transportation and Highways. These Crown Corporations produce their own Annual Reports. Each year, provincial subsidies through the Ministry are given to assist in their operations.

| Total Contributions: | |
|---|---|
| British Columbia Railway Company | $16,045,000 |
| British Columbia Ferry Corporation | $55,821,552 |

## Financial Assistance to British Columbia Railway Corporation

| | |
|---|---|
| **Passenger Service** | |
| Operating Assistance | $ 2,500,000 |
| Car Upgrading Program | $ 800,000 |
| Passenger Car Purchase | $ 150,847 |
| Fort Nelson Extension Operating Assistance | $ 4,150,000 |
| Rehabilitation | $ 8,445,000 |
| **Total** | **$16,045,000** |

## Financial Assistance to British Columbia Ferry Corporation

| | |
|---|---|
| Operating Costs | $ 1,752 |
| Asset Acquisition | $ 4,819,800 |
| Grants and Contributions | $51,000,000 |
| **Total** | **$55,821,552** |

| Routes | Vessels |
|---|---|
| | **Certified Vessels** |
| Albion-Fort Langley | Klatawa |
| | Kulleet |
| Balfour-Kootenay Bay | Anscomb |
| | Balfour |
| Francois Lake | Omineca Princess |
| Shelter Bay-Galena Bay | Galena |
| Needles-Fauquier | Needles |
| | **Cable Ferries** |
| Arrow-West Arrow Park | Arrow Park Ferry |
| Kootenay River at Glade | Glade Ferry |
| Kootenay River at Harrop | Harrop Ferry |
| | **Reaction Ferries** |
| Fraser River at Big Bar | Big Bar Ferry |
| Fraser River at Lytton | Lytton Ferry |
| Fraser River at Marguerite | Marguerite Ferry |
| North Thompson River at Little Fort | Little Fort Ferry |
| North Thompson River at McLure | McLure Ferry |
| Skeena River at Usk | Usk Ferry |
| | **Subsidies** |
| Barnston Island on Fraser River | Barnston Island Ferry |
| Shuswap Lake Ferry Service | Shuswap Ferry |

## Record of Ferry Traffic

Fiscal Year 1988/89

| Route Name | Leg Trips | Passengers Not Drivers | Including Drivers | Total Vehicles | Autos | Trucks | Danger-ous Cargo | Logging Trucks | Recre-ation Vehicles | Semis | Motor Bus | Motor-cycles | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Albion | 46,007 | 996,539 | 2,156,816 | 1,160,277 | 1,097,835 | 32,733 | | | 2,647 | 8,733 | 812 | 17,856 | 163 |
| Barnston Island | 123,687 | 199,687 | 381,156 | 181,459 | 108,946 | 62,736 | 194 | 8 | 1,275 | 3,283 | 1,689 | 2,252 | 1,071 |
| Little Fort | 15,243 | 11,968 | 19,353 | 7,385 | 1,843 | 4,128 | | 2 | 522 | 15 | 1 | 383 | 498 |
| McLure | 10,222 | 8,526 | 17,525 | 8,999 | 3,352 | 4,066 | 3 | 37 | 582 | 428 | 8 | 311 | 217 |
| Shuswap Lake | 230 | 908 | 1,654 | 746 | 157 | 340 | | | 62 | 122 | | | 65 |
| Lytton | 17,635 | 41,549 | 65,979 | 24,430 | 9,582 | 13,767 | | 2 | 14 | 75 | 705 | 160 | 123 |
| Big Bar | 3,223 | 1,992 | 4,869 | 2,877 | 46 | 1,888 | 234 | 3 | 9 | 27 | 2 | 245 | 420 |
| Kootenay Lake | 8,850 | 184,102 | 350,134 | 166,032 | 88,258 | 53,223 | 34 | 672 | 10,058 | 11,143 | 316 | 2,327 | |
| Harrop | 92,365 | 138,100 | 315,561 | 182,461 | 171,316 | 3,633 | 212 | 140 | 1,191 | 359 | 1,137 | 875 | 3,598 |
| Glade | 88,512 | 85,713 | 199,110 | 113,397 | 109,287 | 817 | 26 | | 186 | 49 | 1,410 | 1,254 | 364 |
| Castlegar | 5,608 | 28,443 | 65,181 | 36,738 | 23,708 | 12,439 | 8 | 3 | 35 | 154 | 78 | 304 | |
| Needles | 27,263 | 236,655 | 371,594 | 134,939 | 107,112 | 8,510 | 227 | 3,535 | 9,393 | 2,030 | 1,054 | 1,545 | 1,539 |
| Arrow Park | 25,594 | 27,387 | 59,189 | 31,802 | 24,514 | 3,552 | 4 | 2,298 | 685 | 419 | 79 | 56 | 196 |
| Upper Arrow Lake | 12,862 | 126,164 | 245,369 | 119,205 | 84,729 | 10,428 | 537 | 3,419 | 9,457 | 7,381 | 129 | 1,332 | 1,793 |
| Marguerite | 12,965 | 12,571 | 21,693 | 9,122 | 3,234 | 5,556 | 16 | 1 | 163 | 111 | | 18 | 20 |
| USK Ferry | 22,184 | 19,309 | 33,606 | 14,297 | 7,524 | 6,670 | | | | 1 | 6 | 36 | 66 |
| Francois Lake | 16,162 | 159,988 | 329,652 | 169,664 | 136,119 | 15,108 | 1,234 | 8,742 | 4,576 | 2,899 | 267 | 344 | 371 |
| **Totals** | **528,612** | **2,279,601** | **4,638,441** | **2,363,830** | **1,977,562** | **239,594** | **2,729** | **18,862** | **40,855** | **37,229** | **7,693** | **29,298** | **10,504** |

## Air Transport Assistance Program Approved Grant Summary

| Project | | Amount ($) |
|---|---|---|
| Alert Bay | Extend runway base | 5,000 |
| | Fuel system | 30,000 |
| Bob Quinn | Begin highway relocation to accommodate new resource development airstrip | 67,320 |
| Houston | Pave runway | 230,000 |
| Masset | Construct runway base | 450,000 |
| | Pave new 4000 ft. runway | 500,000 |
| Nelson | Correct base settlement drainage system | 200,000 |
| Osoyoos | Purchase and installation of a culvert | 18,000 |
| Pemberton | Preload for terminal building | 70,000 |
| | Modular terminal building, site services | 250,000 |
| Tumbler Ridge | Complete runway base | 350,000 |
| Bella Bella (B.B.Airport Ltd.) | Pave 3000 ft. runway | 800,000 |
| | Complete airport paving project | 150,000 |
| Valemount | Complete access road | 150,000 |
| Bella Coola (Central Coast Reg. Dist.) | Approach clearing, taxiway base | 200,000 |
| | Airport development plan | 25,000 |
| Golden | Upgrade site services | 130,000 |
| | New fuel system | 95,000 |

| | | |
|---|---|---|
| B.C. Aviation Council | Assist airport operators division | 43,000 |
| Creston | Aircraft tie-downs, airport development plan | 30,000 |
| Squamish | Airport development plan, minor improvements | 25,000 |
| Port Alice | New seaplane float | 12,000 |
| Port McNeill | Engineering study | 22,000 |
| Lytton | Engineering study | 20,000 |
| Kitimat | Complete site drainage | 10,000 |
| Gillies Bay | Level and seed infield area | 20,000 |
| (Powell River Reg. Dist.) | | |
| Lillooet | Land acquisition | 60,000 |
| N.Coast Helipads | Site selection and design | 75,000 |
| (Skeena-Queen Charlotte Reg. Dist.) | | |
| Atlin | Assist with snow removal | 2,500 |
| (Airport Society) | | |
| Merritt | Runway rehabilitation | 50,000 |
| Cassiar | Airport upgrading | 130,000 |
| (Community Club/Society) | | |
| Port Alberni | Begin new airport | 500,000 |
| (Alberni-Clayoquot Reg. Dist.) | | |
| Port Hardy | New seaplane facilities | 200,000 |
| Fairmont | 50 percent of lighting system costs | 250,000 |
| (Columbia Valley Airport Society) | | |
| Nanaimo | Apron Expansion, reinforcing | 420,000 |
| Salmon Arm | Extend runway to 4100 ft. | 412,500 |
| Chilliwack | Install navigation aids | 210,000 |
| Qualicum Beach | Extend runway to 3500 ft. | 350,000 |
| 108 Mile | New fuel system | 150,000 |
| (Cariboo Reg. Dist.) | | |
| McBride | Engineering study | 20,000 |
| Kaslo | Runway Surface Stabilization | 100,000 |
| **Total 1988/89 Grants** | | **$6,832,320** |

Note: All grants are to municipalities unless specified.